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China Marketing International Conference 2014

Conference Proceedings

China's Contribution to Marketing:

Theory and Practice

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Proceedings of 2014 China Marketing International Conference

China's Contributions to Marketing: Theory and Practice

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Preface and Acknowledgments

China has recently become the second largest economy in the world. Practitioners and scholars all over the world have devoted considerable attention to the flourishing Chinese market. To further grasp the significance of this dynamic market, the Department of Marketing at City University of Hong Kong, in conjunction with Huazhong University of Science and Technology, University of South Carolina and National Taiwan University of Science and Technology successfully organized the 2014 China Marketing International Conference (hereafter, the Conference, also abbreviated as CMIC 2014) which was held during July 11– 13, 2014 on the main campus of Huazhong University of Science and Technology in Wuhan, China.

The theme of the conference was "China's Contributions to Marketing: Theory and Practice". The Conference aimed to establish an international platform for interactions among leaders of academia, business, government, and non-profit organizations. Scholars were invited to submit full-length papers, abstracts, posters, and special sessions, to address various issues related to marketing in China.

Over 500 overseas and domestic scholars and practitioners attended the conference and discussed China's unique contributions to the discipline of marketing and explored future developments of China's dynamic economy. Many renowned scholars were invited to demonstrate their academic achievements and to discuss, via seminars, lectures, and colloquia, the latest research developments in marketing theory and practice. This was the second marketing conference in which overseas Chinese marketing scholars have actively interacted with their peers in mainland China.

We are genuinely honored to have had the opportunity to organize this Conference, and we are deeply indebted to the sponsors for their valuable contributions to the Conference Reception. Thanks are also extended:

To our Keynote Speakers (Prof.David STEWARD, Prof. V. KUMAR. Prof. Chenting SU, Prof. Xueming LUO, Prof Nan ZHOU, Prof. Yuhuang ZHENG, Dr. Zhiyan FENG. Dr. Zuoqing Li Mr. Huagang LI, Mr. Qi YE, Mr. Xiaoyong CHENG, Mr.

Hanwu DU, Prof Zongjun WANG, Prof. Xinyu SHAO), who shared their insightful and thought-provoking ideas;

To our indefatigable track chairs (Dr. Andreas F. GREIN, Dr. Xiang FANG, Dr. Qing WANG, Dr. Yang YU, Dr. Fuan LI, Dr. Chen-ho CHAO, Prof. Thomas KRAME, Prof Yeqing BAO and Prof Yue PAN) who actively organized their sessions; and to those who submitted their scholarly work to this Conference.

Special thanks are extended to the CMIC 2014 Conference Chairs (Prof. V.Kumar, Prof. Chenting SU, Prof. Nan ZHOU, Prof Zhilong TIAN and Prof Zhongqi XU) , the Organizing Committee members (Dr. Liwen CHEN, Prof. Haibin YANG, and Dr. Yeqing BAO), and all the volunteers served in the Conference. Without all your efforts, this conference would not have been so successful.

The CMIC 2014 conference has built a solid bridge between academic scholars and practitioners and has facilitated intellectual exchanges among overseas and mainland China marketing scholars. With such a diversified spectrum of participants and audience, we certainly hope that you had the opportunity to take advantage of the CMIC 2014 Conference, assimilating and benefiting from its wide range of contributions.

In case you missed this year's event, you are cordially invited to join the 2015 China Marketing International Conference to be held in July on the main campus of Xi'an Jiaotong University in Xi'an China. See you in Xi'an.

Zhilin YANG, Ph.D.

Professor of Marketing
City University of Hong Kong

Best Paper Award

First Prize:

Absent

Second Prize:

Lonely Heart, Warm It up With Love: The Interaction Effect of Loneliness and Relationship Status on Conspicuous Consumption

Zhaoyang Guo, Wei Liu, Rui Chen, Zheng Yuhuang, Ming Zhao

Controlling Organizational Climate, Social Capital and Community Commitment in Online Brand Communities

在线品牌社群的控制性氛围、社会资本与品牌社群承诺研究

Ning Zhang, Zhimin Zhou, Chenting Su, Nan Zhou

Third Prize:

What Is Strategic Leadership and How Does It Matter? The Case of China

Wendy W. N. Wan, Chung-Leung Luk

Intercultural Communication Challenges: How Different When Working for Domestic MNCs in Host Country VS for Foreign MNCs in Home Country

XIONG Qi, TIAN Zhilong, JIANG Qian

The Impact of User Involvement in Virtual Brand Communities on Customer-Brand Relationship

Juanjuan Xu/GuangMing Li

Best Student Paper Award

First Prize:

Love few or love them all? Deviation of embedded ties with suppliers and the buyer' sperformance

Yan Zebin

Second Prize:

Seeding strategies in transactional community: an ABMS based on social influence, homophily and network topology

Bangming XIAO

Study on Mechanism of Charity Donation's fit for Brand Image in Scandal: Based on Mediator of Altruistic Motive and Moderator of Perceived Product Quality

Chunya WANG

Third Prize:

When Does Disclosure Enhance Charitable Behavior? The Role of Moral Identity Symbolization and Internalization

Yi Feng

Analysis of Brand Extension's Influence on Brand Attachment

Mengju SHI

The Impact of Consumer Attributes and Network Characteristics on Social Influence in New Product Adoption

Honghong Zhang

China Marketing Excellence Awards 2014

China Marketing Excellence Award (Chinese Compaines)

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FULL PAPER (IN ENGLISH)

Lonely Heart, Warm It up With Love: The Interaction Effect of Loneliness and Relationship Status on Conspicuous Consumption

Zhaoyang Guo，Wei Liu，Rui Chen，Zheng Yuhuang，Ming Zha
Xiamen University，Tsinghua University

ABSTRACT

Loneliness is very pervasive today: "at any given moment, there are around 20% of people who feel sufficiently isolated to experience loneliness". Previous researches on the topic of loneliness mainly focused on its influence on people's physical and psychological health, but only recently has research begun to shed light on consumption behavior. Drawing on the theory of attachment and loneliness, we examine the effect of loneliness on individuals' conspicuous consumption. The findings are as follows: (1) Loneliness and romantic relationship status interactively affect conspicuous consumption. Specially, for the single, loneliness has a positive effect on conspicuous consumption; for the non-single, there is no significant effect of loneliness on conspicuous consumption (study 1 and study 2); (2) mate seeking motive mediates the interaction effect of loneliness and romantic relationship status on conspicuous consumption and materialism is ruled out as an alternative interpretation for the interaction effect (study 3); and (3) study 4 tested the moderation effect of different consumption domains (conspicuous versus inconspicuous goods), such that the interaction effect of loneliness and romantic relationship status was replicated for the conspicuous brand sports shoes, but was eliminated for the inconspicuous insoles.

Keywords: loneliness; conspicuous consumption; mating motive; relationship status;

Love is something far more than desire for sexual intercourse; it is the principal means of escape from the loneliness which afflicts most men and women throughout the greater part of their lives……---BERTRAND RUSSEL

One lonely single man asked us, on a radio call-in show, if we thought dyeing his hair would make him more attractive to women.

-----From The Book of "In Search of Intimacy")

Although the increasing popularity of communication technology and internet social media during the last two decades, people are at least equal, if not even lonelier than ever before. As written in a book published recently, "at any given moment, there are around 20% of population who feel sufficiently isolated to experience loneliness"(Cacioppo and Patrick 2008). Coincidentally, a survey conducted in 2004, U.S.A., showed that 24.6% of respondents had nobody to discuss important matters with, the number of which is more than twice than that of the year of 1985(McPherson, Smith-Lovin et al. 2006).

Loneliness, the perceived discrepancy between the desired and the actual level of an individual's own social relationships(Russell, Peplau et al. 1980), can affect all aspects of people's life. Despite of its prevalence and pervasive effects, previous research related to loneliness has focused primarily on its effect on people's physical and psychological health(Cacioppo, Hawkley et al. 2002; Cacioppo and Patrick 2008).Very little has been done on whether or how loneliness influences people's attitude and behavior in consumption domain(Forman and Sriram 1991). Only recently has emerging research begun to shed light on them (Kim, Kim et al. 2003; Rosenbaum, Ward et al. 2007; Lastovicka and Sirianni 2011; Wang, Zhu et al. 2012; Pieters 2013). For example, Pieters (2013) discovered loneliness and materialism are engaged in bidirectional relationships over time, where loneliness contributes more to materialism than the other way around, and the contribution of the three subtypes of materialism to loneliness is not uniformly congruent in valence. Lastovicka and Sirianni (2011)found that lonely consumers are more likely to feel love toward their personal possessions such as automobiles, guns, and computers.

Referring to materialism, average people often equate it with another consumption phenomenon, namely conspicuous consumption(Wong 1997). Actually as an academic construct, conspicuous consumption is related to but distinct from materialism(Wong 1997; Podoshen, Li et al. 2011). Material possessions have been seen to have both private and public meanings. While for the conspicuous consumption, product satisfaction is derived from audience reaction rather than utility in use(Wong 1997). To our knowledge, there is no published study of possible links

between loneliness and conspicuous consumption. We address this question in this article by concentrating on the impacts of loneliness on conspicuous consumption.

People engage in a variety of strategies to cope with loneliness. For example, some people just actively date more or seek to meet new people in the hopes of developing a romantic relationship, while others correspond with friends or family more frequently (Rokach and Brock 1998). Building on the adult romantic attachment theory (Hazan and Shaver 1987; Shaver and Hazan 1987; Hazan and Shaver 1994) and loneliness coping literature (Rokach 1997; Rokach and Brock 1998),we propose that (1) Loneliness and romantic relationship status interactively affect conspicuous consumption. Specially, for the single, loneliness has a positive effect on conspicuous consumption; for the non-single, there is no significant effect of loneliness on conspicuous consumption; and (2) mate seeking motive mediates the interaction effect of loneliness and romantic relationship status on conspicuous consumption.

By doing so, we contribute to the literature in three ways. First, it empirically demonstrates an interaction effect of loneliness and romantic relationship status on conspicuous consumption, thus adding to the small number of literature on the influence of loneliness on consumer cognition and behavior. Prior research has suggested that loneliness can affect materialism(Pieters 2013), material possession love(Lastovicka and Sirianni 2011), and preference for minority endorsement product(Jing, Rui et al. 2012), we extend this line of research by demonstrating that another type of consumption phenomenon, namely, conspicuous consumption, can also be influenced by loneliness. Second, we provide a process explanation for this effect. We showed that feeling lonely activate the single's mate searching motive, which in turn leads to conspicuous consumption, while for the non-single, there is no such effect. However, the interaction effect occurs only when consumption is public (sports shoes).When consumption is private, such interaction effect vanish (insoles). Finally, this study contributes to the romantic attachment literature. Research in this area primary focus on the formation, the maintenance, the disruption and the renewal of attachment relationship, we extend it to the consumption preference downstream result from it.

Theoretical Background

Loneliness refers to the perceived discrepancy between the desired and the actual level of an individual's own social relationships(Russell, Peplau et al. 1980). It is more related to the quality of social interaction than to the actual number and frequency of social interaction. People can be alone without being lonely or they can be lonely in a crowd. Loneliness has been documented as a condition that affects many large segments of people across countries (de Jong-Gierveld 1987). Accordingly, an important issue in the study of loneliness concerns the strategies people adopt to

cope with their feelings of loneliness.

One of particular relevance to the current research is the documentation that loneliness can has huge impact on materialism (Zhou and Gao 2008; Lastovicka and Sirianni 2011; Pieters 2013).Pieters (2013) and Lastovicka and Sirianni (2011) demonstrated that loneliness can contribute to materialism, because people incline to seek substitutes or compensations when their basic need for relatedness is frustrated, especially after the failure of their initial efforts to reach out and reconnect with others.Zhou and Gao (2008) argued that materialism and money may serves as a secondary pain-buffer against physical and psychological pain when potentially supportive others fail to provide love, support, and relief in times of need.Zhou and Gao (2008)articulated materialism can be conceptualized as a coping strategy in line with the instrumental value of money. On the one hand, when people experience self-doubt and loss of control, they are expected to aspire to monetary success. On the other, when people strive for meanings of life and social relationships, they also tend to use materialistic acquisitions as a means of establishing their identities. In addition, materialism is often used to cope with insecurity and anxiety.

Another set of research related to the present research concentrate on how people reacted to social exclusion. Some recently research demonstrated the excluded attempt to reconnect through various means of consumption, such as spending and consuming strategically in the service of affiliation(Mead, Baumeister et al. 2011), buying nostalgic products to restore a sense of belongingness with close others from one's past(Loveland, Smeesters et al. 2010). Another research showed that being implicitly ignored increased conspicuous consumption, whereas being explicitly rejected increased prosocial behavior(Lee and Shrum 2012).

Conspicuous consumption and materialism are related but distinct concepts (Wong 1997; Podoshen, Li et al. 2011). Material possessions have been seen to have both private and public meanings. While for the conspicuous consumption, product satisfaction is derived from audience reaction rather than utility in use(Wong 1997). Given that lonely people have a strong desire for social connection (Segrin and Kinney 1995), are more sensitive and pay more attention to social cues (Gardner, Pickett, and Brewer 2000; Gardner et al. 2005), therefore, we posit lonely people may probably involve in conspicuous consumption to gain attention and admiration from others.

Loneliness Threatens the Sense of Attachment Security

Speaking of loneliness, the general public will automatically associate it with serials of unpleasant feelings, such as helplessness, hopelessness, boredom etc. Actually, majority of previous researchers on loneliness have also related it with a host of serious-sounding personality deficiencies, e.g., depression and anxiety.

However, recently, an emerging perspective--evolutionary lens, has been employed to interpret loneliness. Loneliness is interpreted as a biological signal which has developed to prompt a change in behavior so as to help avoid damage and encourage survival(Cacioppo, Hawkley et al. 2006). Just as Martha Beck said, "Loneliness is proof that your innate search for connection is intact". Loneliness drives healthy people to seek more adequate social relationships. It is a natural component of attachment-system activation(Shaver and Hazan 1987).

Attachment theory is a theory of emotion regulation that emphasizes the importance of seeking and receiving love and support in times of need and stress(Mikulincer and Shaver 2008).Bowlby's (1969) landmark work explained how infants are emotionally attached to their adult caregivers. Bowlby viewed attachment as a selective emotional bond of one for another that supports a sense of closeness and well-being. According to Bowlby, attachment and attachment relationship can be defined in terms of three features, namely, proximity-maintenance, safe haven, and secure base.

Subsequently, Hazan and Shaver's(1987)classic article—as well as Shaver and Mikulincer's (2006) more recent work—put forward a compelling theoretical framework where they conceptualizes adult heterosexual love as an attachment process, which consequently views love as a form of attachment. The absence of a satisfying attachment relationship in adolescence and adulthood results in loneliness, Whereas the establishment and maintenance of proximity engender feelings of security and love(Shaver and Hazan 1987).

Loneliness, Mate Attachment, Conspicuous Consumption

Humans have a fundamental need for attachment (Bowlby 1969; Bowlby 1973; Bowlby 1980; Baumeister and Leary 1995). Romantic attachment relationships play an important role in adults' lives (Bowlby (1979/1994). Just as every infant has a need for proximity to parents, every adolescent and adult has an eager for romantic intimacy proximity (Shaver and Hazan 1987).

Being lonely means that intimate and social relationship deficits are perceived,

which in turn ‘‘drives’’ individuals to seek the fulfillment of these deficits (Weiss 1973; Russell, Peplau et al. 1980; Cacioppo, Hawkley et al. 2006). For the absence of a romantic partner, romantic attachment need become especially salient for the single when they feel lonely. In other words, they have a strong desire to seek a romantic partner during that time. Some evidence comes from Cutrona (1982), which investigated loneliness and the process of social adjustment of new college students and found that students who remained lonely throughout the school year most often stated that ‘‘finding a boyfriend/girlfriend’’ was the only way they would overcome their loneliness.’’

Furthermore, according to the attachment theory, social support from relatives and friends cannot compensate for the major deficit caused by the absence of a close emotional attachment and can only be remedied by the integration of another emotional attachment or the reintegration of the one that had been lost(Bowlby 1969; Weiss 1973; Stroebe, Stroebe et al. 1996). For example, romantic relationships are likely to be more passionate, close, dependable, and exclusive than friendships and familial relationships, and will (usually) be the only source of sexual fulfillment(Overall, Fletcher et al. 2003). Therefore, it is not strange that the single adults often experience loneliness resulting from an absence of romantic partner that provides intimacy, attachment, warmth, and caring, though much support is received from family and friends.

Concerning to the non-singles, on the one hand, they are less likely prone to loneliness than the single with the nutrition of intimacy relationship(Veenhoven 1983; Zhang and Hayward 2001). On the other hand, the availability and accessibility of a partner contributes to the alleviation of loneliness(de Jong Gierveld and Van Tilburg 1989). Generally, no-singles usually first turn to their partner for advice or help when in need(Fischer and Phillips 1979). What’s more, as committed romantic relationships form, the partner ultimately becomes the preferred source of security(Hazan and Zeifman 1994).

Of particular relevance to the current article is research showing that mating goal has an impact on conspicuous consumption (Griskevicius, Tybur et al. 2007; Janssens, Pandelaere et al. 2011; Sundie, Kenrick et al. 2011; Hill, Rodeheffer et al. 2012; Lens, Driesmans et al. 2012). For example, after inducing romantic desires, men increased their willingness to spend on conspicuous luxuries but not on basic necessities(Griskevicius, Tybur et al. 2007); Hill, Rodeheffer et al. (2012) found that although recessionary cues decreased women’s desire for most products (e.g.,

electronics, household items, it increased women's spending on beauty products for the driving of mate attraction because of their desire to attract mates.

Combing the above theorizing, we posit that loneliness and dating status will interactively influence conspicuous consumption, and that the interactive effect is mediated by the mate seeking motive. Formally, we hypothesize the following:

H1: Loneliness and romantic relationship status interactively affect conspicuous consumption.

H1a: For single individuals, loneliness has a positive effect on conspicuous consumption;

H1b: For non-single individuals, there is no significant effect of loneliness on conspicuous consumption.

H2: Mating motive will mediate the interaction effect of loneliness and romantic relationship status on conspicuous consumption.

We test the above hypotheses in a series of four studies. The first study demonstrates the interaction effect of loneliness and romantic relationship status on conspicuous consumption. In study 2, we show the finding is robust with another measurement of conspicuous consumption. Study 3 tests the mechanism of mating motive by which loneliness and romantic relationship status interactively affect conspicuous consumption. Study 4 compares conspicuous consumption and inconspicuous consumption, and shows the interaction effect is eliminated in the domain of inconspicuous consumption. The article concludes with a discussion of the theoretical and practical implications for these findings.

Study 1: Conspicuous Consumption of Brand Logo

Method

One hundred twenty-five students (65 female, M_{age}=20.8) from a major university participated in the study. The study was a 2 (romantic relationship status: single vs. non-single) × loneliness (continuous measurement) between-subjects design. First, they were told to imagine that Nike would launch a new sunbonnet, which had two styles, but the only difference between them was the Nike logo size: the logo of style A was small, inconspicuous; the logo of style B was large, conspicuous. And then participates were asked to evaluate the attractiveness, favorable, and preference for the two sunbonnets on a nine-point scale ((1 = A is more attractive, 9 = B is more attractive) (Lee and Shrum 2012). These 3 items was averaged to measure

conspicuous consumption (α = .98). Loneliness was measured with 10 items from the R-UCLA scale (Russell, Peplau, and Cutrona 1980). The scale has excellent reliability and validity, and short-form versions with as little as three items express nomological validity (Cacioppo and Patrick 2008), and the 10 items scale has been used by Pieters (2013). After reverse coding the positively worded items, scores were averaged with higher scores indicating higher levels of loneliness (α =.77). Finally, participates completed some demographic questions, in which contained the question about their relationship status to ask them to indicate if they are single (n=92) or non-single (n=33).

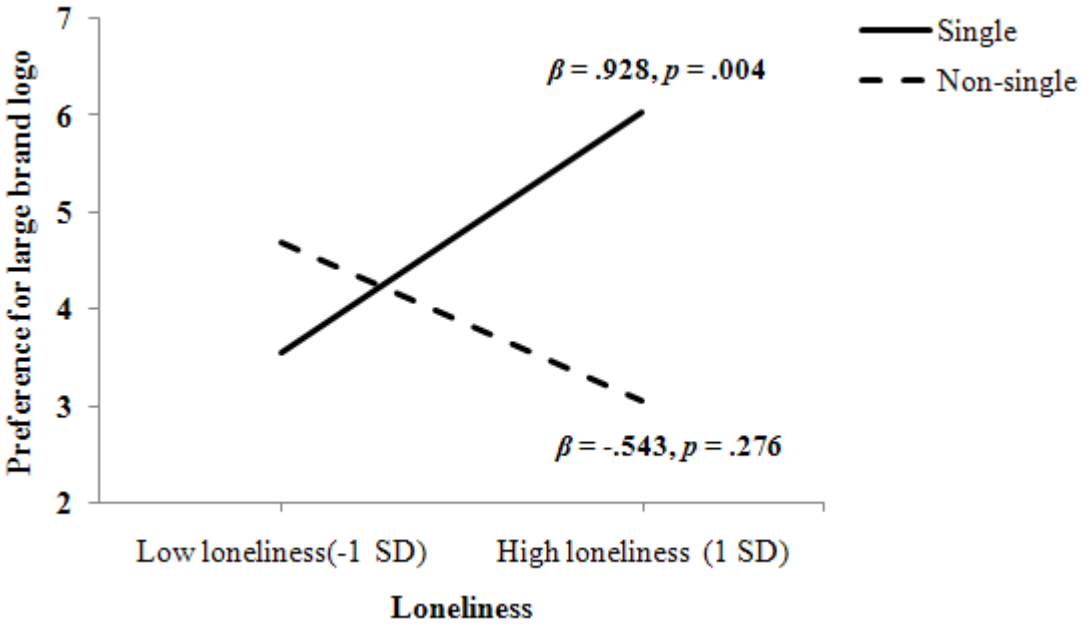
Results and Discussion

First, we test the interaction effect of loneliness and relationship status on the conspicuous consumption. Because loneliness is a continuous variable, we analyzed the data following the spotlight analysis methods (Spiller, Fitzsimons, Lynch, MacClleland 2013; Aiken and West 1991). Specifically, we ran a regression analysis with product evaluations as the dependent variable and mean-centered loneliness scores, relationship status (0 = non-single; 1 = single), their interaction as independent variables. We also added gender (0 = female; 1 = male) and mean-centered income as control variable. Regression analysis revealed the significant loneliness × relationship status interaction (β = 1.18, t = 2.10, p < .05), but the main effect of both loneliness (β = -.495, t = -1.05, p > .29) and relationship status (β = .576, t = 1.02, p > .31) is non-significant. Also, the results showed significant effect of income (β = -.873, t = -3.47, p < .001) and marginal significant effect of gender (β = -.894, t = -1.766, p < 0.1).

Simple slope analyses showed that for single individuals, compared to the nonlonely, lonely participants had more favorable evaluations toward the large logo size sunbonnets (β = .928, t = 2.96, p < .01), but for non-single individuals, loneliness had no significant effect on the evaluation of the sunbonnets (β = -.543, t = -1.09, p > .27).

FIGURE 1

STUDY 1: ESTIMATED PREFERENCE FOR LARGE BRAND LOGO FROM LINER REGRESSION EQUATION AT 1 STANDARD DEVIATIONS FOR LONELINESS



Results of study 1 support our hypothesis that loneliness increases conspicuous consumption for single people, but has no significant effect on non-single people.

D**iscussion:** Consistent with our hypothesis, the result of study 1 demonstrated that loneliness and romantic relationship status interactively affect conspicuous consumption. Specially, for the single, loneliness has a positive effect on conspicuous consumption; for the non-single, there is no significant effect of loneliness on conspicuous consumption. Though the large brand logo has the advantage in attention attracting, it can not communicate how other people perceive it by itself. However, because the lonely are more social sensitive, therefore they may more care about or wonder others' opinion towards him. Thus In study 2, we access the conspicuous consumption with a well-established scale instead of the hypothetical scenario used in study 1.

Study 2: Replicate The Results of Study 1

Method

One hundred twenty-nine students (48 female, M_{age}=20.04) from a major university participated in the study. This study employed a loneliness (continuous) × 2 (romantic relationship status: single vs. non-single) between-subjects design.

The general procedure of the study was similar to that of study 1. However, we measured the conspicuous consumption by asking participants to indicate to what degree the four statements of Podoshen, Li et al. (2011)' s scale (5-point Likert, α = .64) featured their purchase habit for important goods (such as clothes, shoes, etc.), rather than measuring preferences through hypothetical scenarios as in study 1. And then participants' loneliness was measured with the same measure scale as study 1 (α = .77). Finally, participant finished some demographic questions, in which their relationship status (single, n=42 vs. non-single, n= 87) is also included.

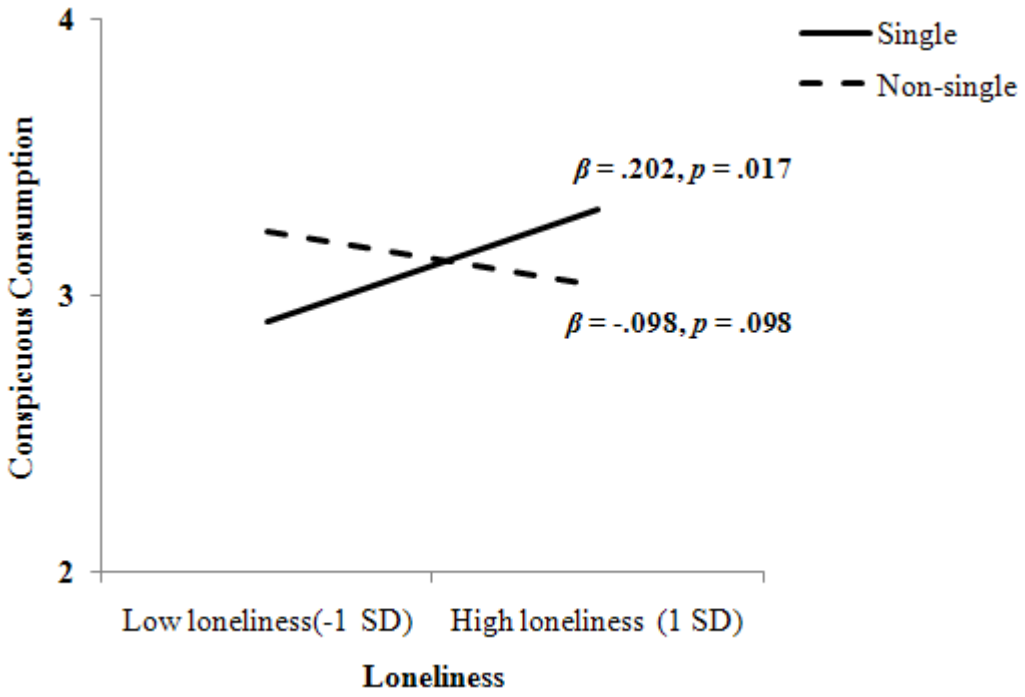
Results and Discuss

To test our hypothesis, we conducted a regression analysis with the conspicuous consumption as the dependent variable and loneliness (mean centered), relationship status (0 = non-single; 1 = single), their interaction as independent variables. We also added gender (0 = female; 1 = male) and mean-centered income as control variable. Replicating Study 1, results supported our hypothesis with a significant loneliness × relationship status interaction (β = .30 , t = 2.19, p < .05), but the main effect of both loneliness (β = -.10 , t = -.91, p > .36) and relationship status (β = -.03, t = -.19, p > .85) is non-significant. Also, the results showed non-significant effect of income (β = .01, t = .11, p > .92) and gender (β = .03, t = .21, p > .83).

Simple slope analyses showed that for single individuals, loneliness affected conspicuous consumption significantly (β = .20, t = 2.41, p < 0.05), but for non-single individuals, loneliness had no significant effect on the conspicuous consumption (β = -.10, t = .93, p > .35).

FIGURE 2

STUDY 2: ESTIMATED PREFERENCE FOR CONSPICUOUS CONSUMPTION FROM LINER REGRESSION EQUATION AT 1 STANDARD DEVIATIONS FOR LONELINESS



Discussion: Results of the first two studies support our hypothesis that loneliness increases conspicuous consumption for single people, but has no significant effect on non-single people. However, the underlying process is still not known. In study 3, we will further explore the mechanism underlying the interaction effect of loneliness and relationship status on conspicuous consumption.

Study 3: The Mechanism

Method

Eighty-nine students (37 men and 52 women) from a major university participated in the study. The mean age for women was 21.5 years (*SD*=2.17), and the mean age for man was 21.5 years (*SD*=2.06).

This study had a loneliness (continuous) × 2 (romantic relationship status: single vs. non-single) between-subjects design. In the focal task, participants were asked to indicate the tier of brand and price of sports shoes they will buy.

Conspicuous Consumption Measures. To access spending, participants were told to imagine the following scenario:

"Imagine that you have ￥500 in your bank account and that you're considering buying a pair of sports shoes. You are online shopping, T-Mall, and preliminary taking a fancy to the following the five pairs of sports shoes which are almost identical in fashion and design, but differ in the tiers of brand and price correspondingly(for example, NEW BALANCE,￥520; NIKE, ￥650). Please indicate which tier of brand and price of sports shoes you will buy (note: you may not consume all the ￥500 in your bank account; or you can overdraw, also, but need to repay and pay interest in the future)"

After completing the conspicuous consumption assessment task, participants were asked to finish a 4-item shortened version of the UCLA loneliness(Russell, Peplau et al. 1980), consisting of two positively worded items ("I feel in turn with the people around me" and "I can find companionship when I want it") and two negatively worded items ("No one really knows me well" and "People are around me but not with me"). This short form of loneliness scale has been used in several studies (Russell 1982; Anderson 1985; Franzoi and Davis 1985; Silverman and Kennedy 1985).

And then, to assess the underlying process, we measured participants' mate searching desire via a scale adapted from Griskevicius, Tybur et al. (2007). The measure of mate searching desire consisted of the following two items ("I want to win a love of the opposite sex"; "I would like to get acquainted with someone of the opposite sex, and have a date with him or her". 1=strongly disagree to 7=strongly agree). Finally, participates completed materialism scale (α =.78) and some demographic questions, in which contained the question about their relationship status to ask them to indicate if they are single or non-single.

Results and Discussion

Conspicuous Consumption. We propose that feeling lonely activate the single's mate searching motive, which in turn leads to conspicuous consumption, while for the non-single, there is no such effect. In other words, we proposed a nomological network with a mediated moderation, where loneliness and relationship interactively impact conspicuous consumption, and this interaction effect is mediated by mate seeking motive.

To test our hypotheses, we first analyzed the interaction effects of loneliness and relationship status on conspicuous consumption. Because loneliness is a continuous variable, we analyzed the data following Aiken and West (1991). In addition, in order

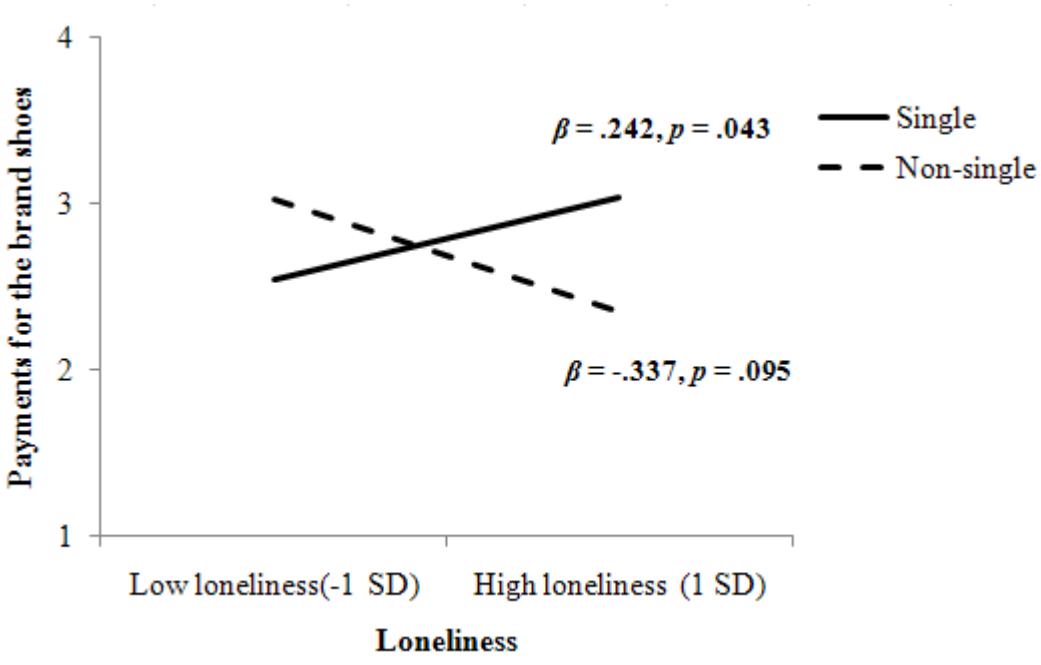
to rule out materialism as an alternative explanation for our findings, we analyzed our data by controlling for materialism. Specially, we added materialism as a covariate to our regression analysis, where the conspicuous consumption as the dependent variable, loneliness, relationship status (0 = non-single; 1 = single), and their interaction obtained by multiplying mean-centered loneliness score by relationship status as predictors. We also added gender (0 = female; 1 = male), income, as control variable. We used the centering procedure suggested by Aiken and West (1991) for regression analysis using interaction terms.

As we predicted, loneliness by relationship status remained significant (β =.97, t = 2.04, p < .05) after controlling the effect of materialism materialism (β = .40, t = 2.86, p < .01) as a covariate. Still, the results showed significant effect of income (β = .47, t = 2.64, p < .05). But the main effect of both loneliness (β = -.56, t = -1.37, p > .17) and relationship status (β = .04, t = .16, p > .87) is non-significant. These results suggest that loneliness by relationship status have an effect on conspicuous consumption independently of materialism.

Simple slope analyses showed that for single individuals, compared to the nonlonely, lonely participants prefer higher tier of brand and price of sports shoes (β = .24, t = 2.05, p < .05), but for non-single individuals, loneliness had a marginally significant negative effect on preference for higher tier of brand and price of sports shoes (β = -.34, t = -1.69, p < .10).

FIGURE 3

STUDY 3: ESTIMATED PREFERENCE FOR HIGHER TIER OF BRAND AND PRICE OF SPORTS SHOES FROM LINER REGRESSION EQUATION AT 1 STANDARD DEVIATIONS FOR LONELINESS



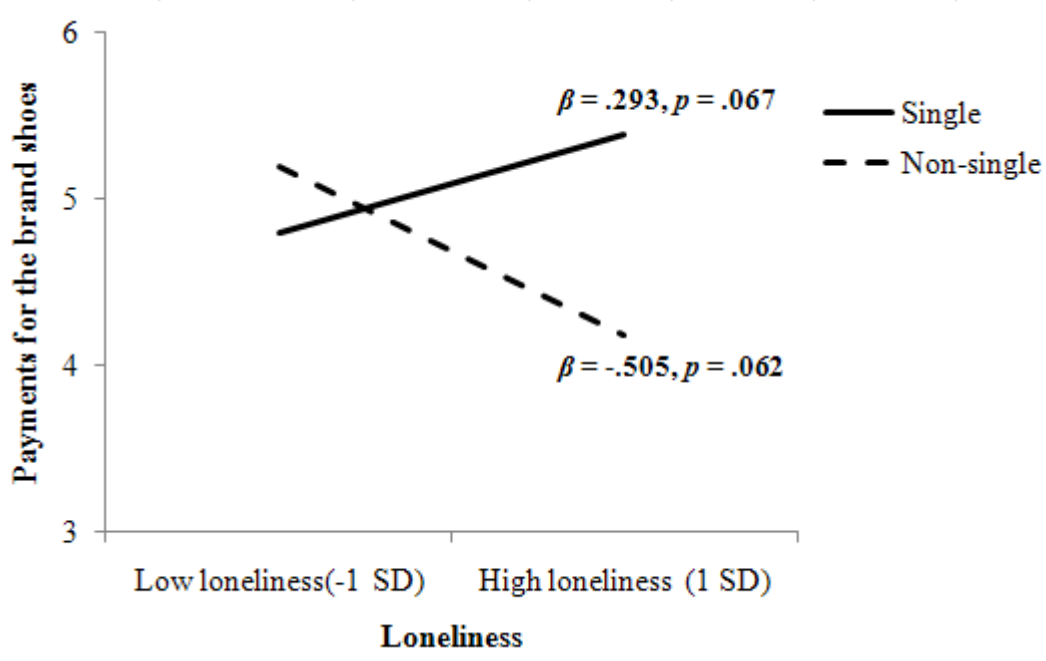
Testing for Mediated Moderation. To further explore the mediated moderation, we test the mediated moderation following the procedure specified by Muller et al. (2005), which operationally define Baron and Kenny's (1986) conceptualization of mediated moderation.

First, we conducted a regression analysis with the mate seeking motive as the dependent variable, and loneliness, relationship status (0 = non-single; 1 = single), their interaction produced by multiplying mean-centered loneliness score by relationship status as predictors. Gender (0 = female; 1 = male) and income are also added as control variable. Regression results revealed the significant loneliness × relationship status interaction (β = 1.73 , t = 2.54, p < .05), and the main effect of loneliness (β = -1.09, t = -1.85, p = .068) is marginally significant , but of the relationship status (β = .40, t = 1.24, p > .21) is non-significant. Also, the results showed non-significant effect of income (β = .37, t = 1.45, p > .15) and gender (β = .29, t = 1.05, p > .29).

Simple slope analyses revealed that loneliness was marginally positively related to mate searching motive for single individuals (β = .29, t = 1.85, p = .067), and marginally negatively related to mate searching motive for non-single individuals (β = -.51, t = 1.88, p = .063).

FIGURE 4

STUDY3: ESTIMATED MATE SEEKING MOTIVE FROM LINER REGRESSION EQUATION AT 1 STANDARD DEVIATIONS FOR LONELINESS



Then we ran another regression, where all the related variables were identical with the first one except including mate searching motive as an extra predictor. Regression results confirmed our hypothesis, the loneliness × relationship status interaction became non-significant (β = .83, t = 1.66, p > .10), whereas the effect of mate searching was significant (β = .16 , t = 1.99, p < .05). To further test this proposition, we used a bias-corrected bootstrap mediation model to assess indirect effects (Preacher & Hayes, 2004). We obtained a 95% CI of (.0022 to .8973), indicating that mate searching motive did indeed mediate the interaction effect of loneliness and relationship on conspicuous consumption.

Discussion: The results of study 3 showed that the interaction effect of loneliness and relationship status on conspicuous consumption is mediated by the mate seeking motive. In addition, inconsistent with results of the first two studies, study 3 also indicated that, for the non-single, loneliness marginally reduced their spending on on conspicuous goods (sports shoes). Finally, for the conspicuous consumption, product satisfaction is derived from audience reaction rather than utility in use. Thus, in study 4, we further explore the boundary condition of the interaction effect of loneliness and relationship status on conspicuous consumption. We predict the interaction effect will

only occur in the domain of conspicuous goods, while in the inconspicuous goods domain, there is no such interaction effect.

Study 4: When Consumption Becomes Invisible

Method

One hundred thirty-three students (104 men and 29 women) from a major university participated in the study. The mean age for women was 20.70 years (*SD*=1.51), and the mean age for man was 20.48 years (*SD*=1.60).

The overall design of the study was a loneliness (continuous) × 2 (romantic relationship status: single vs. non-single) × 2 (Conspicuousness: Conspicuous vs. Inconspicuous) mixed-factorial design. Loneliness was measured as a continuous variable, and romantic relationship status (single, n=44 vs. non-single, n=89) was a between-subjects factor, while conspicuousness was a with-in factor. The procedure followed was similar to that described in study 1 with one exception: namely，the study also included additional items measuring inconspicuous consumption.

Consumption Measures. To access spending, we used the purchase of sports shoes as the focal task in this study. The participants were asked to image that they were in the market for a pair of sports shoes and had such the number of money to spend that is approximately equal to the amount of their living expense for one semester of college. The scenario informed that there were five sets of sports shoes to choose from. All these sets of sports shoes are nearly identical in design, but differ in the tiers of brand and price correspondingly (e.g., NEW BALANCE, ￥520; NIKE, ￥650). After reading the scenario, participants were asked to indicate which tier of brand and price of sports shoes they will buy.

After finishing the conspicuous consumption assessment task, participants also indicated their spending on a representative type of inconspicuous purchase (that sometimes included an example of a specific good in that category). Specifically, participants were asked to respond to this question adapted from Griskevicius, Tybur et al. (2007): “Compared with the average student at your university, please indicate how much money you would want to spend on insole.” The response format to the question was a 9-point scale with the following labels: 1 (much less than the average student), 5 (about average), and 9 (much more than the average student). Finally, participants completed the loneliness scale ($\alpha = .71$) the same as study 1 and study 2, and fill some demographic information where a question regarding whether they are

single or not is included.

Results and Discussion

An omnibus repeated measures ANOVA, with conspicuousness (conspicuous vs. inconspicuous) as the repeated factor, and romantic relationship status (single vs. non-single) as a between-subjects factor, and loneliness, income, sex as covariates, was performed. Consistent with our prediction, the results indicated a three-way interaction among conspicuousness, romantic relationship status, and loneliness, F (1, 71) = 4.08, $p < .05$.

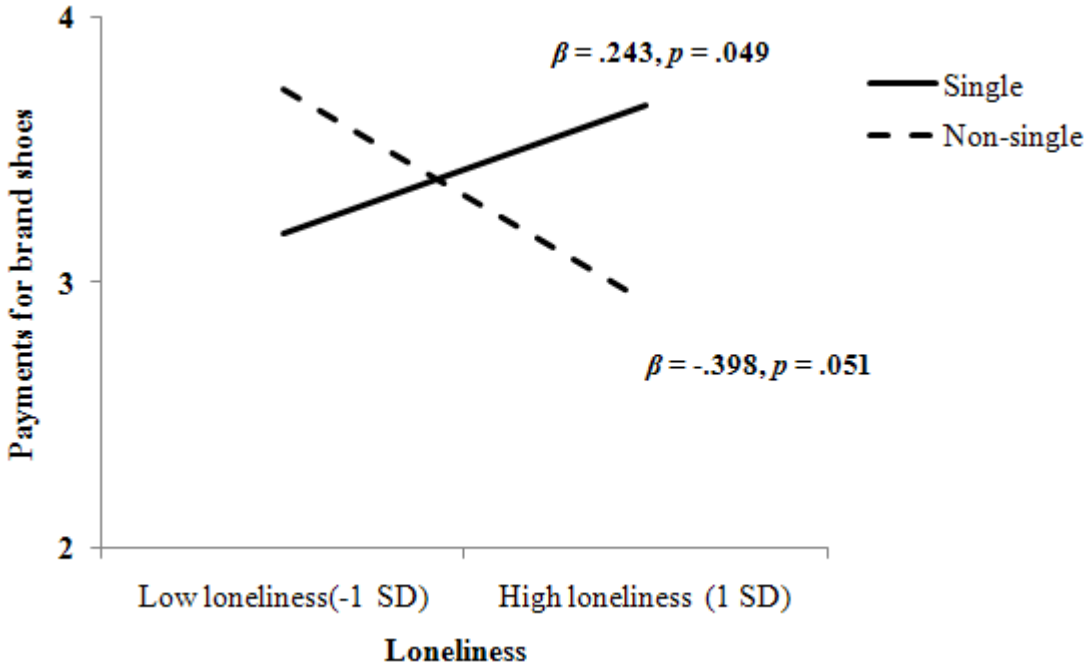
To further clarify this three-way interaction, we examined the influence of loneliness and relationship status separately for conspicuous and inconspicuous products. Specifically, we ran two regression analyses with conspicuous spending (sports shoes) and inconspicuous spending (insole) as the dependent variable, respectively.

We administrated the first regression analysis with the conspicuous spending (sports shoes) as dependent variable, and mean-centered loneliness score, relationship status (0 = non-single; 1 = single), and their interaction as independent variables. Gender (0 = female; 1 = male) and mean-centered income are also added as control variable. Regression results revealed the significant loneliness × relationship status interaction (β = .66, t = 2.77, $p < .01$), marginally significant main effect of mean-centered loneliness (β = -.40, t = -1.98, $p < .10$), but non-significant effect of the relationship status (β = .12, t = .51, $p > .61$) , gender (β = .21, t = .79, $p > .42$) and income (β = .13, t = 1.21, $p > .22$) .

In addition, simple slope analyses revealed that, for the single, loneliness increased their spending on conspicuous goods (sports shoes) (β = .24, t = 1.984, $p < .05$), while for the non-single, loneliness marginally reduced their spending on on conspicuous goods (sports shoes) (β = -.40, t = 1.966, $p < .10$).

FIGURE 5

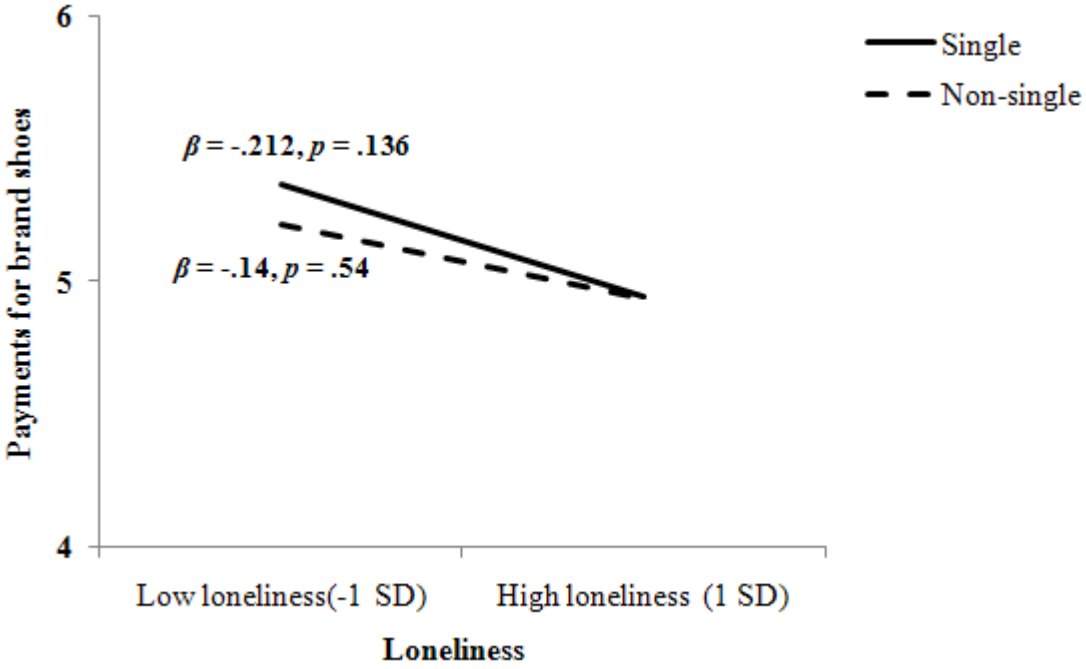
STUDY 4: ESTIMATED SPENDING ON CONSPICUOUS GOODS (SPORTS SHOES) FROM LINER REGRESSION EQUATION AT 1 STANDARD DEVIATIONS FOR LONELINESS



Then we ran the second regression, which was identical to the first one except that the dependent variable was substituted with the inconspicuous spending (insole). Consistent with our expectation, results revealed the loneliness × relationship status interaction is not significant (β = -.06, t = -.22, p > .82), and neither independent variables (mean-centered loneliness, relationship status) nor control variables (sex, mean-centered income) are significant.

FIGURE 6

STUDY 4: ESTIMATED SPENDING ON INCONSPICUOUS GOODS (INSOLE) FROM LINER REGRESSION EQUATION AT 1 STANDARD DEVIATIONS FOR LONELINESS



Discussion: In line with our prediction, the result of study 4 demonstrated that the interaction effect of loneliness and romantic relationship status was replicated for the conspicuous brand sports shoes, but was eliminated for the inconspicuous insoles. However, similar as the result of study 3, for the non-single, loneliness marginally reduced their spending on on conspicuous goods in study 4. It is worthy to having a further discussion.

General Discussion

Through serials of 4 studies, our findings are as follows:

(1) Loneliness and romantic relationship status interactively affect conspicuous consumption. Specially, for the single, loneliness has a positive effect on conspicuous consumption; for the non-single, there is no significant effect of loneliness on conspicuous consumption (study 1 and study 2); (2) mate seeking motive mediates the interaction effect of loneliness and romantic relationship status on conspicuous consumption and materialism is ruled out as an alternative interpretation for the interaction effect (study 3); and (3) study 4 tested the moderation effect of different consumption domains (conspicuous versus inconspicuous goods), such that the interaction effect of loneliness and romantic relationship status was replicated for the conspicuous brand sports shoes, but was eliminated for the inconspicuous insoles.

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What Is Strategic Leadership and How Does It Matter? The Case of China

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ABSTRACT

We define strategic leadership as the gestalt pattern of how business-level and interpersonal-level leadership activities are configured in the pursuit of organizational learning. Building on entrepreneurial theory of the firm, we argue that strategic leaders are essentially entrepreneurs. At the business level, strategic leadership is entrepreneurship by means of organizational learning. At the interpersonal level, strategic leadership is managerial leadership with the objective of leading organizational members to help the organization learn. On the basis of their effects on organizational learning, we characterize interpersonal-level leadership styles as enabling, coercive, or relationship-nurturing. In the Chinese cultural context, Taoist leadership is enabling, Legalist leadership is coercive, and Confucian leadership is relationship-nurturing. Different combinations of the interpersonal-level leadership styles with the business-level entrepreneurial orientation produce different effects on exploratory or exploitative organizational learning. We tested the hypotheses derived from the gestalt model with 437 companies operating in Pearl River Delta of China.

Keywords: Coercive leadership, enabling leadership, entrepreneurial orientation, exploration, exploitation, relationship-nurturing leadership

Introduction

Top managers, or members of the top management team, are referred to as strategic leaders. Compared to other organizational members, strategic leaders have the most significant impacts on the organization's strategies and performance (Hambrick, 1989). However, the research on strategic leadership has a major obstacle. That is, a conceptual framework of strategic leadership is lacking. Such a conceptual framework should help us answer two basic questions: What is strategic leadership? How does it affect organizational performance? It is obvious that not all activities of strategic leaders can be referred to as strategic leadership. Which strategic leader activities can be regarded as strategic leadership and why? The extant research tends

to equate strategic leadership with transformational and transactional leadership (e.g., Elenkov et al., 2005; Vera and Crossan, 2004). Some scholars also consider visionary leadership and charismatic leadership as strategic leadership (e.g., Boal and Hooijberg, 2000). The problem with these conceptualizations is that they do not treat strategic leadership as a distinct construct.

In this paper, we attempt to overcome this research obstacle by proposing a gestalt perspective on strategic leadership. We will begin our discussion by considering the effects of strategic leadership on organizational learning. Then, building upon entrepreneurial theory of the firm (Dew et al., 2004), we propose a gestalt perspective that considers strategic leadership as a gestalt pattern of the configuration of business-level and interpersonal-level leadership. Neither business-level nor interpersonal-level leadership alone can adequately capture the essential roles that strategic leadership play in organizational learning. Different gestalt patterns engender different organizational learning outcomes. We also argue that interpersonal-level leadership is culture-bound; therefore, indigenous leadership dimensions should be considered. We derive hypotheses from this perspective and test them in a group of companies operating in the Pearl River Delta of China, which provide ample business opportunities.

Conceptualizations of Strategic Leadership

Upper echelon theory (Finkelstein et al., 2009; Hambrick and Mason, 1984) proposes that strategic leaders have a comprehensive perspective as to where the organization should go, and the power to mobilize resources and influence organizational members to reach organizational goals. Accordingly, Elenkov and associates (2005, p. 666) define strategic leadership as "the process of forming a vision for the future, communicating it to subordinates, stimulating and motivating followers, and engaging in strategy-supportive exchanges with peers and subordinates." Boal and Hooijberg (2001) have provided a similar definition after reviewing the relevant literature. Taken together, these definitions suggest that strategic leaders play two fundamental roles. At the business level, strategic leaders lead the entire organization, give it directions and purposes (Lyles and Schwenk, 1992; Selznick, 1984). At the interpersonal level, they lead organizational members to achieve business goals and fulfill organizational missions (Vera and Crossan, 2004).

Despite the importance of the cross-level interaction that underpins strategic leadership (Lyles and Schwenk, 1992), the extant literature has not explicitly delineated the features of this interaction. Neither have existing empirical studies differentiated the specific characteristics of strategic leadership at the two levels. For example, both Elenkov and associates (2005) and Vera and Crossan (2004) treat strategic leadership as transformational and transactional leadership, constructs introduced by Burns (1978), regardless of the level at which the investigation was conducted. In this paper, we characterize strategic leaders as entrepreneurs with

subordinates to manage, make it explicit that strategic leadership involves cross-level activities. Below we explicate our views.

Strategic leadership at the business level. While managers and supervisors make mostly routine decisions, strategic leaders make strategic decisions, which affect the overall organization (Finkelstein et al., 2009; Papadakis et al., 1998). Strategic decisions are about discovery and exploitation of opportunities and value creation under uncertainties (Harrison, 1999). These activities are indeed what constitute entrepreneurship (Dew et al., 2004). Therefore, strategic leaders are more like entrepreneurs than managers (Augier and Teece, 2005), and strategic leadership has a lot in common with entrepreneurship. Dew and associates' (2004) entrepreneurial theory of the firm proposes that the firm as an institutional modality serves to facilitate novel combinations of fragmented knowledge dispersed across different individuals. Because of individual differences in knowledge and experience, an entrepreneur may discover an opportunity that others do not see, or may be able to create value from an opportunity while others fail. To capitalize on the opportunity, the entrepreneur needs to combine the knowledge of other individuals. In this regard, the firm is superior to the market.

When an entrepreneur sets up a firm (or makes use of an established firm) for the purpose of knowledge integration, s/he becomes a strategic leader. Therefore, the primary role of strategic leaders is to capitalize on the institutional modality of the firm by coordinating and integrating the knowledge of different organizational members, promoting organizational learning, spotting and exploiting opportunities by introducing innovations. Strategic leadership at this level is essentially an entrepreneurial orientation, which encompasses the tendency to take risk when opportunities appear on the radar, to innovate, and to take proactive actions (e.g., Dess et al., 2005; Lumpkin and Dess, 1996; Matsuno et al., 2002; Miller, 1983; Zhou et al., 2010). The strategic leaders of a firm set up the core knowledge set for the firm about the opportunities it can and should exploit, and lead organizational members to contribute to the peripheral knowledge set (Lyles and Schwenk, 1992).

Strategic leadership at the interpersonal level. It follows from the above discussion that strategic leadership is more than just entrepreneurship. Strategic leaders also have subordinates to manage. At the interpersonal level, strategic leadership activities are similar to managerial leadership activities. That is, the strategic leader has to make sure that his/her subordinates work in the directions of fulfillment of organizational goals and realization of the business-level entrepreneurial orientation. Interpersonal level strategic leadership is not necessarily dyadic (Boal and Hooijberg, 2001; Vera and Crossan, 2004). It can reach the lower level organizational members directly or indirectly by way of middle managers and organizational control systems (Bass et al., 1987).

For example, transformational leadership provides subordinates with intellectual

stimulation, enhances their intrinsic motivation and creativity (e.g., Amabile et al., 2004; Shin and Zhou, 2003, 2007), and strengthens their commitment to changes (Herold et al., 2008). Individual-level creativity will feed-forward to become organizational learning and innovativeness (Boal and Hooijberg, 2001; Elenkov et al., 2005; Vera and Crossan, 2004). Building on March's (1991) framework of exploratory versus exploitative learning, Vera and Crossan (2004) argue that while transformational leadership promotes organizational learning in the direction of exploration (e.g., feed-forward learning flow, creative destruction, and radical innovations), transactional leadership also promotes organizational learning but in the direction of exploitation (e.g., feedback learning flow, efficiency improvement, and incremental innovations).

The benefits of transactional leadership are due to the development of rule-based trust in the leader (Vera and Crossan, 2004). Transactional leadership is in line with the spirit of rule-of-law. Transactional leaders administer rewards and punishments contingent upon subordinate performance; therefore, they are perceived to be fair and dependable (Podsakoff et al., 2006). Transactional leadership may also be associated with the provision of feedback information that is controlling. Subordinates of a transactional leader have clear ideas about what they should do to obtain rewards and avoid punishments. As a results, they tend to engage more in convergent than in divergent thinking (e.g., Amabile et al., 1990).

Other types of leadership such as visionary leadership and charismatic leadership are also included in the conceptualizations of strategic leadership by some scholars (e.g., Boal and Hooijberg, 2001; Elenkov et al., 2005). These various types of leadership can be put under the umbrella concepts of transformational or transactional leadership (Vera and Crossan, 2004). They were all developed by Western scholars in North America. A problem with these constructs is that they are culture-specific. Leadership behaviors at the interpersonal level are social behaviors and social behaviors are highly culture-bound (Hui, 1997; Hui and Luk, 1997). Each culture has its own philosophies of leadership and norms of leader behaviors. Transformational leadership has a focus on intellectual stimulation, which may be alien to cultures that value conformity and imitation (Wan et al., 2009). Transactional leadership is built upon the spirit of rule-of-law and respect for privacy (i.e., the leader has no rights of interfering with the subordinates' private life), which are absent in many cultures. In collectivistic cultures, "impersonal transactions" between the leader and the follower may be unrealistic. As such, these leadership concepts are not suitable for the development of a general theory. General, universal constructs are needed for forming a general theory, but indigenous constructs should be used in hypothesis testing.

From the perspective of organizational learning, the key features of transformational and transactional leadership are that the former enables organizational members to learn in diverse directions, while the latter applies

contingent rewards and punishments that are unavoidably coercive and controlling. These effects are essentially the same as those of the more general constructs of enabling and coercive management control systems, respectively (Adler and Borys, 1996). Borrowing the logics of systems design, Adler and Borys (1996) propose that in enabling management control systems, organizational decision making and goal setting are more transparent and flexible, and more autonomy is allowed for organizational members. Coercive systems are characterized by top-down decision making and goal setting, tight monitoring, and pressure for compliance. Ahrens and Chapman (2004) have found that enabling systems are more likely to support flexibility and exploration, whereas coercive systems are more likely to support efficiency and exploitation.

The concepts of enabling versus coercive systems originated from designs of inanimate processes; therefore, they are affect-neutral and culture-general. We believe that they have universal applicability and can be used to characterize social processes as well (e.g., Ahrens and Chapman, 2004). Generally speaking, at the interpersonal level, leadership styles that are enabling and empowering facilitate organizational members' divergent thinking (Zhang and Bartol, 2010). Transformational leadership is an example (Shin and Zhou, 2003, 2007). These styles support the business-level entrepreneurial orientation and result in exploratory organizational learning. On the other hand, coercive and controlling leadership styles tend to focus organizational members on relatively rigid performance standards. The organizational members are more likely to undertake convergent thinking (e.g., Amabile et al., 1990). Transactional leadership is an example. These styles support the business-level entrepreneurial orientation and result in exploitative organizational learning.

There is another very important dimension of strategic leadership at the interpersonal level: Quality of the relationship between the strategic leaders and the organizational members (Chen and Tjosvold, 2006; Hui and Graen, 1997). This dimension is known as leader-member exchange (LMX) in the West, and guanxi in China. However, both LMX and guanxi are culture-specific and have somewhat different connotations. LMX is more confined to the working relationship and based on competence. In contrast, guanxi extends beyond the working relationship and based on loyalty (Gu et al., 2008; Hui and Graen, 1997). Whether LMX or guanxi, a relationship-nurturing strategic leadership can enhance the effectiveness of other leadership styles such as participative management (Chen and Tjosvold, 2006). Good relationship breeds trust and commitment among organizational members (Wan et al., 2012). With good relationships, organizational members are more willing to cooperate, share knowledge, and contribute to organizational innovativeness, or tolerate hardship and sacrifice self-interests to serve collective interests (Chen et al., 2005; Luk et al., 2008; Wan et al., 2012). Chen and associates (2011) show that collectivist but not individualistic values can promote open-minded discussions among knowledge

workers. Collectivist values give priority to interpersonal relationships, and emphasize interpersonal harmony and collective interests. Indeed, the Confucian leadership style to be described below is particularly suited for cultivating interpersonal relationship and collectivist values.

Gestalt Patterns of Strategic Leadership

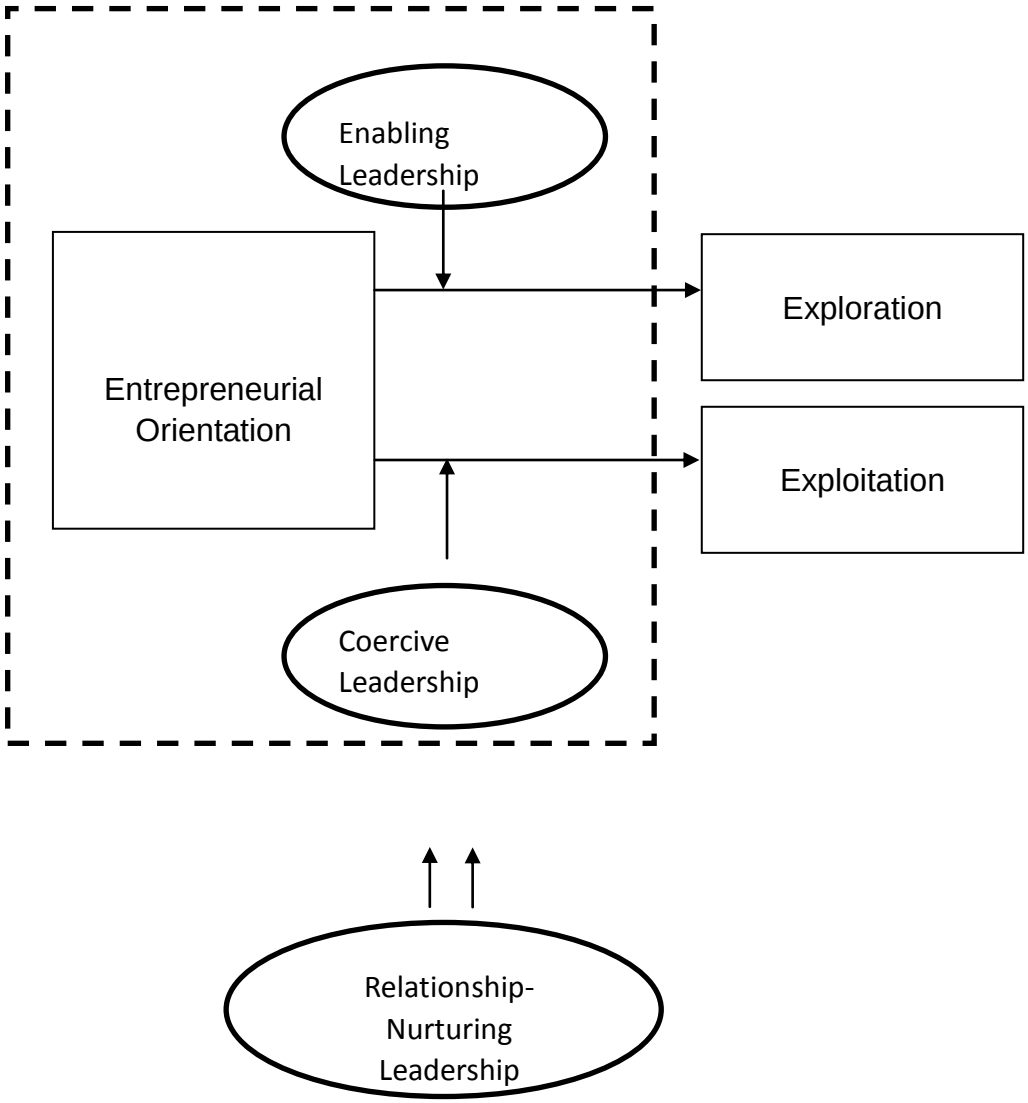


Figure 1. Gestalt patterns of strategic leadership effects on organizational learning

Figure 1 shows our model of gestalt patterns of strategic leadership. Rectangles represent business-level constructs, and ovals represent interpersonal-level constructs. The basic tenet of this model is that organizational outcomes are contingent upon how business-level strategic leadership is configured with interpersonal-level strategic

leadership styles. When any one of the pieces is out of place, the gestalt pattern disappears and the organizational outcomes will be drastically affected. The extant research on strategic leadership is limited by a focus on its main effects (e.g., Elenkov et al., 2005), albeit the contingent effects of contextual variables have been heavily investigated (Finkelstein et al., 2009). Our model is a breakthrough from this limitation.

We note that Vera and Crossan (2004) also present a multi-level contingent view of strategic leadership. Our model differs from their model in two ways. First, they consider the contingency between transformational and transactional leadership, which are both regarded as interpersonal-level leadership by us. Second, the multilevel processes they address are the sequential flow of knowledge from one level to another. The multilevel processes we address are the concomitant operations of strategic leadership at both the business and the individual levels. Therefore, we are addressing different phenomena. Below, we explicate the gestalt patterns we identify.

Pattern 1. The link between entrepreneurial orientation to organizational learning has been well established in the literature (e.g., Dess et al., 2005; Lumpkin and Dess, 1996; Matsuno et al., 2002; Miller, 1983; Zhou et al., 2010). Entrepreneurial orientation drives a firm to innovate, take risk when there are opportunities, and take proactive moves to capitalize on the opportunities. The success of these activities hinges on organizational learning. Organizations with an entrepreneurial orientation are motivated to learn in order to be able to spot opportunities that others do not see and capitalize on the opportunities by means of methods or products that others do not know (Dew et al., 2004). According to March (1991), this kind of organizational learning is exploration. However, for the organizations pursuing exploration, the strategic leaders need the support of and contribution from other organizational members (Dew et al., 2004). Information and knowledge contributed by other organizational members are crucial ingredients of exploratory organizational learning. If other organizational members are encouraged by enabling leadership to undertake divergent thinking, they are more likely to bring back novel ideas. Without the input from organizational members, strategic leaders' entrepreneurial orientation can be of no avail. On the other hand, in the absence of business-level entrepreneurial orientation, interpersonal-level enabling leadership will only lead to purposeless and disorganized activities. Therefore, a synergy emerges when the business-level leadership of entrepreneurial orientation and interpersonal-level enabling leadership are combined. We propose this hypothesis:

Hypothesis 1: Entrepreneurial orientation and enabling leadership has synergy effect (i.e., positive interaction effect) on exploration.

Pattern 2. Alternatively, organizations may learn to refine existing methods or products so that they can be superior to their competitors in the pursuit of opportunities. This kind of organizational learning is referred to as exploitation

(March, 1991). Exploitation requires focus. If the leadership style at the interpersonal level is coercive in nature, it can focus other organizational members on specific task goals. Organizational members will be concentrated on the refinement of a certain process or product. Therefore, the synergy between the business-level leadership of entrepreneurial orientation and coercive leadership at the interpersonal level is more evident on exploitation than on exploration. Without the convergent thinking of organizational members, strategic leaders' entrepreneurial orientation cannot be transformed into exploitative organizational learning. Without the business-level leadership of entrepreneurial orientation, individual-level coercive leadership will likely result in mechanical repetitions of existing routines and exploitative learning will not occur, either. Therefore, a synergy emerges when the business-level leadership of entrepreneurial orientation and interpersonal-level coercive leadership are combined. We propose the following hypothesis:

Hypothesis 2: Entrepreneurial orientation and coercive leadership has synergy effect (i.e., positive interaction effect) on exploitation.

Pattern 3. Furthermore, good working relationships are needed for getting things done (Gu et al., 2008; Luk et al., 2008; Wan et al., 2012). As discussed before, relationship-nurturing leadership can make other leadership activities more effective (Chen and Tjosvold, 2006; Hui and Graen, 1997). Therefore, we propose the following two hypotheses:

Hypothesis 3a: Relationship-nurturing leadership enhances the synergy effect of entrepreneurial orientation and enabling leadership on exploration.

Hypothesis 3b: Relationship-nurturing leadership enhances the synergy effect of entrepreneurial orientation and coercive leadership on exploitation.

Strategic Leadership in the Chinese Context

The present empirical study was conducted in the cultural context of China. As mentioned above, strategic leadership at the interpersonal level is culture-bound. It is necessary to use culture-specific dimensions of strategic leadership that are meaningful in this particular context. Therefore, before going to the section of methodology, we have to introduce these culture-specific dimensions. Chinese leadership theories are largely built upon the traditional political philosophies of China. Three schools of thoughts remain in the mainstream of scholarly discussion throughout the last 2,500 years and are still relevant to business leadership in modern China (Xiao, 2009; Zhou, 2006). They are Taoism, Legalism, and Confucianism. They represent the Chinese versions of enabling, coercive, and relationship-nurturing leadership, respectively.

Taoist leadership (Chinese version of enabling leadership). The term 'Tao' refers to the way of nature. According to Taoism, things will naturally take their courses. Therefore, leaders should just follow the course of nature and lead by inaction (Cheung and Chan, 2008; Davis, 2004). This is similar to, but not identical with, the

Western concept of laissez-faire leadership. In the West, laissez-faire leadership is the same as giving up leadership. According to Elenkov and associates (2005, p. 672), the Western concept of laissez-faire leadership "defies the very essence of strategic leadership." However, in high power distance cultures such as China, subordinates need instructions from the top regarding virtually everything (Hofstede et al., 2010). Power is delegated to and autonomy is bestowed upon subordinates by their strategic leaders. Therefore, strategic leadership still matters. It enables organizational members to take the liberty to explore, and provides them with the psychological safety to do so. Organizational members conform by being creative. Because knowledge workers and virtual teams are mostly discovery-oriented, Davis (2004) argues that Taoism is most suitable for the management of these workers.

Legalist leadership (Chinese version of coercive leadership). Legalist leadership is similar to transactional leadership to the extent that rewards and punishments are used to control subordinates. However, Legalist leadership is different from transactional leadership in an important way. Legalism is rule-by-law instead of rule-of-law. It basically assumes that subordinates are the possession of the leader; therefore, the leader can manipulate the subordinates to his/her advantage. Nevertheless, the leader also needs to use some tricks (such as appealing to a higher cause) to make his/her manipulations less blatant (Fang, 1999). The leader can set any rule as s/he sees fit, but s/he is above his/her own rules. Because the leader "owns" the subordinates, the subordinates' interests can be sacrificed to serve the leader's interests. Therefore, the rewards and the punishments administered by the legalist leader are not necessarily fair, but are likely to be coercive and controlling in nature (Fang, 1999). In modern China, Legalism has been transformed into Maoism, and is still widely practiced by business leaders (McDonald, 2011).

Confucian leadership (Chinese version of relationship-nurturing leadership). Confucianism is probably the most well-known Chinese philosophy. This philosophy treats every organization as a family, and gives family values and interpersonal harmony the highest priority. Like a traditional paternalistic family, an organization is a web of interpersonal relationships that are and should be hierarchical. Strategic leaders are like family heads. They play the role of a benevolent father (Fernandez, 2004; Hui and Luk, 1997; Wah, 2010). The father leads by taking care of and nurturing the subordinates (Wah, 2010). Therefore, this leadership can breed mutual trust and contribute to good guanxi. Good guanxi is a lubricant for the smooth operations of other leadership activities. This explains why researchers have found that Confucian leadership is practiced simultaneously with Taoist leadership (Cheung and Chan, 2008) or with Maoist leadership (McDonald, 2011). Romar (2004) notes that even in Western management theories, such as that of Peter Drucker, traces of Confucian ideas such as leader morality and interpersonal harmony can be found.

Method

Data Collection

We collected data from firms in a variety of industries located in Pearl River Delta of China. We randomly selected 1,000 firms from the 2005/2006 Dunn & Bradstreet Directory of Chinese companies (Dun & Bradstreet (HK) Limited, 2005/2006). With the help of a research company based in Guangzhou, we invited the selected firms to participate in our research. Data collection was conducted in the first half of 2012. Finally, we successfully obtained responses from 437 firms (353 private, 84 state-owned), representing a response rate of 43.7%. Of the 437 firms, 48.7% were manufacturers, 50.1% were in the services sector, and 21.5% were retailers (some firms were involved in two or more core activities).

In each firm, the general manager (or the deputy-general manager) filled out a questionnaire on strategic leadership and company background. The financial manager (or his/her delegate) filled out a questionnaire on organizational learning styles, competitive intensity, and company performance (the objective measure of profit after tax in the last financial year). By having different informants providing antecedent variables and outcome variables, we could have reduced the threat of common-method bias. Furthermore, our hypotheses are about interaction effects, which are much less likely to be affected by common-method bias than are main effects (Luk et al., 2008).

Measures

To measure the three interpersonal-level strategic leadership dimensions, we used the scale developed by Wan, Lou, and Luk (in press). Entrepreneurial orientation was measured with Li and associates' (2011) five-item scale. Each of explorative and exploitative learning styles was measured with a three-item scale taken from Azadegan and Dooley (2010). All these items were back-translated into Chinese. Responses were made on a 7-point Likert scale where 1 stood for "strongly disagree" and 7 stood for "strongly agree." A composite score was computed for each construct by averaging the items pertaining to it.

Several relevant control variables were also measured. These include: 1) core business (three dummy variables indicating whether the business is manufacturing, service, and retailing); 2) ownership type (state-owned = 1; private = 0); 3) whether the company is listed on any stock exchange; 4) company age (in number of years); 5) company size (in number of people); 6) size of the top management team (in number of people); 7) general manager age; 8) number of levels in the organizational hierarchy.

Results

Table 1. Correlations and descriptive statistics of key variables (N = 437)

	1.	2.	3.	4.	5.	6.
1. Entrepreneurial orientation	-					
2. Taoist leadership	0.21***	-				
3. Legalist leadership	0.17**	0.21***	-			
4. Confucian leadership	0.30***	0.08	0.48***	-		
5. Exploration	0.52***	0.28***	0.14**	0.27***	-	
6. Exploitation	0.41***	0.13**	0.29***	0.27***	0.50***	-
Mean	5.17	3.04	3.28	4.72	4.87	5.23
Standard Deviation	1.09	1.26	1.47	1.37	1.27	1.01

* p < .05; ** p < .01; *** p < .001

[a] Profit after tax was measured in unit of million RMB.

Exploration. Table 1 presents the means, standard deviations, and correlations among the key variables. We used moderated regression analyses to test our hypotheses. The dependent variable of Hypothesis 1 and Hypothesis 3a is exploration. In the first regression analysis, we regressed exploration on the predictor variables in five consecutive steps: 1) the control variables; 2) the main effects of entrepreneurial orientation, Taoist leadership, and Confucian leadership; 3) the two-way interaction of entrepreneurial orientation and Taoist leadership; 4) the two-way interactions of entrepreneurial orientation and Confucian leadership, and of Taoist leadership and Confucian leadership; and 5) the three-way interaction of entrepreneurial orientation, Taoist leadership, and Confucian leadership. Entrepreneurial orientation, Taoist leadership, and Confucian leadership were mean-centered before forming the interaction terms and entering the regression models. The dependent variable was also mean-centered, but this would not affect the statistical testing.

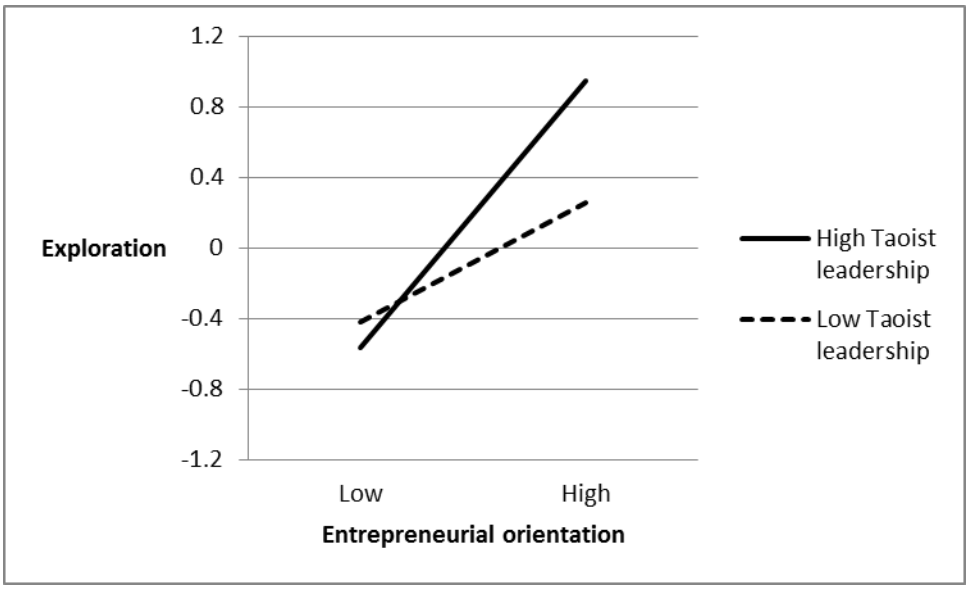
Table 2. Results of moderated regression analysis on exploration (*N* = 437)

Constructs	Model 1	Model 2	Model 3	Model 4	Model 5
Constant	-0.13	0.04	-0.03	-0.07	-0.08
	(0.26)	(0.22)	(0.22)	(0.22)	(0.22)
Control Variables:					
Manufacturing or not	0.05	0.02	0.04	0.05	0.06
	(0.22)	(0.19)	(0.18)	(0.18)	(0.18)
Service or not	-0.01	-0.03	0.01	0.02	0.02
	(0.21)	(0.17)	(0.17)	(0.17)	(0.17)
Retailing or not	0.08	0.01	0.02	0.03	0.03
	(0.15)	(0.12)	(0.12)	(0.12)	(0.12)
State-owned or not	-0.39**	-0.20	-0.21†	-0.19	-0.18
	(0.15)	(0.12)	(0.12)	(0.13)	(0.13)
Listed or not	0.12	0.11	0.12	0.13	0.13
	(0.16)	(0.13)	(0.13)	(0.13)	(0.13)
Company age	-0.003	-0.004	-0.004	-0.004	-0.004
	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)
Company size	0.00	0.00	0.00	0.00	0.00
	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
TMT size	0.01	-0.001	0.00	-0.001	0.00
	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)
CEO age	0.02	-0.02	-0.02	-0.01	-0.02
	(0.05)	(0.04)	(0.04)	(0.04)	(0.04)
Number of hierarchical levels	0.03	0.02	0.02	0.02	0.02
	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)
Main Effects:					
Entrepreneurial orientation		0.45***	0.45***	0.46***	0.45***
		(0.05)	(0.05)	(0.05)	(0.05)
Taoist leadership		0.15***	0.15***	0.15***	0.13**
		(0.04)	(0.04)	(0.04)	(0.04)
Confucian leadership		0.11**	0.10**	0.11**	0.10**
		(0.04)	(0.04)	(0.04)	(0.04)
Two-way Interactions:					
Entrepreneurial orientation x			0.09**	0.09**	0.10**
Taoist leadership			(0.03)	(0.03)	(0.03)
Entrepreneurial orientation x				0.04	0.04
Confucian leadership				(0.03)	(0.03)
Taoist leadership x				-0.01	-0.01
Confucian leadership				(0.02)	(0.02)
Entrepreneurial orientation x					0.04*
Taoist x Confucian leadership					(0.02)
Model statistics:					
R square	0.03	0.32	0.34	0.34	0.35
R square change	0.028	0.295	0.014	0.003	0.007
*df*s of the *R* square change	10, 426	3, 423	1, 422	2, 420	1, 419

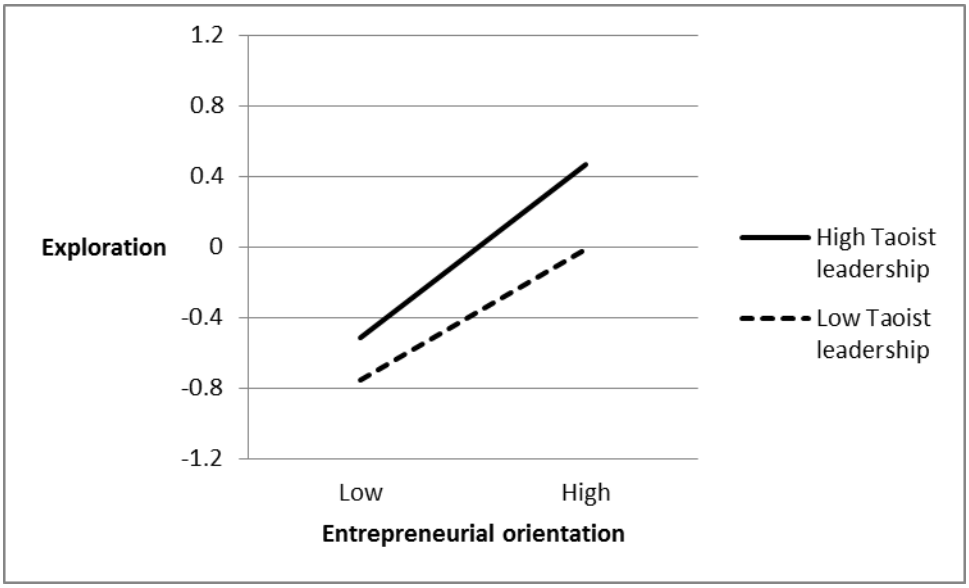
F change	0.27	61.52***	9.19***	1.03	4.58*

Note Numbers shown are unstandardized regression coefficients. Numbers in parentheses are standard errors. † $p < .10$; * $p < .05$; ** $p < .01$; *** $p < .001$.

Table 2 shows the results of the moderated regression analysis on exploration. Of particular interest is the two-way interaction of entrepreneurial orientation and Taoist leadership that entered the regression model in the third step. This interaction term is positive and significant, $b = 0.09$, $t = 3.03$, $p < 0.01$, supporting Hypothesis 1. It explained 1.4 percent of the variance in the dependent variable. Furthermore, the three-way interaction of entrepreneurial orientation, Taoist leadership and Confucian leadership is positive and significant, $b = 0.04$, $t = 2.14$, $p < 0.05$, indicating that Hypothesis 3a is also supported. This interaction accounted for 0.7 percent of the variance in the dependent variable. To probe the pattern of the three-way interaction effect, which encompasses the significant two-way interaction, we applied Aiken and West's (1991) simple slope analysis.



Panel A: When Confucian leadership was high



Panel B: When Confucian leadership was low

Figure 2. Relationship between entrepreneurial orientation and exploration at different levels of Confucian leadership and Taoist leadership

The simple slope analysis showed that the relationship between entrepreneurial orientation and exploration was positive and significant whether Taoist leadership and Confucian leadership were high or low, but the strength of the relationship varied. When both Confucian leadership and Taoist leadership were high (i.e., one standard deviation above mean), $b = 0.69$, $t = 8.83$, $p < 0.001$. When Confucian leadership was high but Taoist leadership was low (i.e., one standard deviation below mean), $b = 0.31$, $t = 3.63$, $p < 0.001$. These two slopes are plotted in Panel A of Figure 2. When Confucian leadership was low but Taoist leadership was high, $b = 0.45$, $t = 5.65$, $p < 0.001$. When both Confucian leadership and Taoist leadership were low, $b = 0.34$, $t = 4.47$, $p < 0.001$. These two slopes are plotted in Panel B of Figure 2. The overall pattern is consistent with our expectation. The impact of entrepreneurial orientation on exploration was generally positive, but significantly reinforced by Taoist and Confucian leadership.

Exploitation. The dependent variable of Hypothesis 2 and Hypothesis 3b is exploitation. To test them, we regressed exploitation on the predictor variables in five consecutive steps: 1) the control variables; 2) the main effects of entrepreneurial orientation, Legalist leadership, and Confucian leadership; 3) the two-way interaction of entrepreneurial orientation and Legalist leadership; 4) the two-way interactions of entrepreneurial orientation and Confucian leadership, and of Legalist leadership and Confucian leadership; and 5) the three-way interaction of entrepreneurial orientation, Legalist leadership, and Confucian leadership. As before, the main effects and the dependent variable were mean-centered before forming the interaction terms and

entering the regression models.

Table 3. Results of moderated regression analysis on exploitation (N = 437)

Constructs	Model 6	Model 7	Model 8	Model 9	Model 10
Constant	-0.29	-0.05	-0.10	-0.18	-0.17
	(0.24)	(0.21)	(0.21)	(0.21)	(0.21)
Control Variables:					
Manufacturing or not	0.18	0.11	0.13	0.15	0.15
	(0.20)	(0.18)	(0.18)	(0.17)	(0.17)
Service or not	0.20	0.12	0.14	0.16	0.15
	(0.19)	(0.17)	(0.16)	(0.16)	(0.16)
Retailing or not	0.15	0.05	0.07	0.08	0.08
	(0.13)	(0.12)	(0.12)	(0.12)	(0.12)
State-owned or not	-0.06	-0.07	-0.04	-0.02	-0.01
	(0.13)	(0.12)	(0.12)	(0.12)	(0.12)
Listed or not	-0.06	-0.04	-0.02	-0.01	0.01
	(0.14)	(0.13)	(0.13)	(0.13)	(0.13)
Company age	0.004	0.001	0.002	0.002	0.002
	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)
Company size	0.00	0.00	0.00	0.00	0.00
	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
TMT size	0.01	0.002	0.001	0.00	-0.001
	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)
CEO age	-0.01	-0.03	-0.04	-0.03	-0.03
	(0.05)	(0.04)	(0.04)	(0.04)	(0.04)
Number of hierarchical levels	0.01	-0.003	-0.01	-0.002	-0.003
	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)
Main Effects:					
Entrepreneurial orientation		0.33***	0.33***	0.33***	0.34***
		(0.04)	(0.04)	(0.04)	(0.04)
Legalist leadership		0.14***	0.14***	0.13***	0.13***
		(0.03)	(0.03)	(0.03)	(0.04)
Confucian leadership		0.05	0.03	0.05	0.06
		(0.04)	(0.04)	(0.04)	(0.04)
Two-way Interactions:					
Entrepreneurial orientation x			0.09**	0.07**	0.07**
Legalist leadership			(0.03)	(0.03)	(0.03)
Entrepreneurial orientation x				0.05†	0.04
Confucian leadership				(0.03)	(0.03)
Legalist leadership x				0.02	0.02
Confucian leadership				(0.02)	(0.02)
Entrepreneurial orientation x					-0.01
Legalist x Confucian leadership					(0.02)
Model statistics:					
R square	0.01	0.23	0.25	0.26	0.26
R square change	0.009	0.219	0.022	0.007	0.002
dfs of the R square change	10, 426	3, 423	1, 422	2, 420	1, 419
F change	0.38	39.91***	12.17**	2.07	0.88

Note Numbers shown are unstandardized regression coefficients. Numbers in parentheses are standard errors. † $p < .10$; * $p < .05$; ** $p < .01$; *** $p < .001$.

Table 3 presents the results of this moderated regression analysis. We particularly focus on the two-way interaction of entrepreneurial orientation and Legalist leadership that entered the regression model in the third step. This interaction term is positive and significant, $b = 0.09$, $t = 3.49$, $p < 0.01$, and accounted for 2.2 percent of the variance in exploitation. However, the three-way interaction of entrepreneurial orientation, Legalist leadership and Confucian leadership is not significant, $b = -0.01$, $t = -0.94$, n.s.. Therefore, Hypothesis 2 was supported, but Hypothesis 3b was not. A simple slope analysis showed that the positive relationship between entrepreneurial orientation and exploitation increases as a function of the level of Legalist leadership. At low level of Legalist leadership, the relationship was positive and significant, $b = 0.20$, $t = 3.55$, $p < 0.001$. At high level of Legalist leadership, the relationship became even stronger, $b = 0.47$, $t = 8.07$, $p < 0.001$. This pattern is plotted in Figure 3.

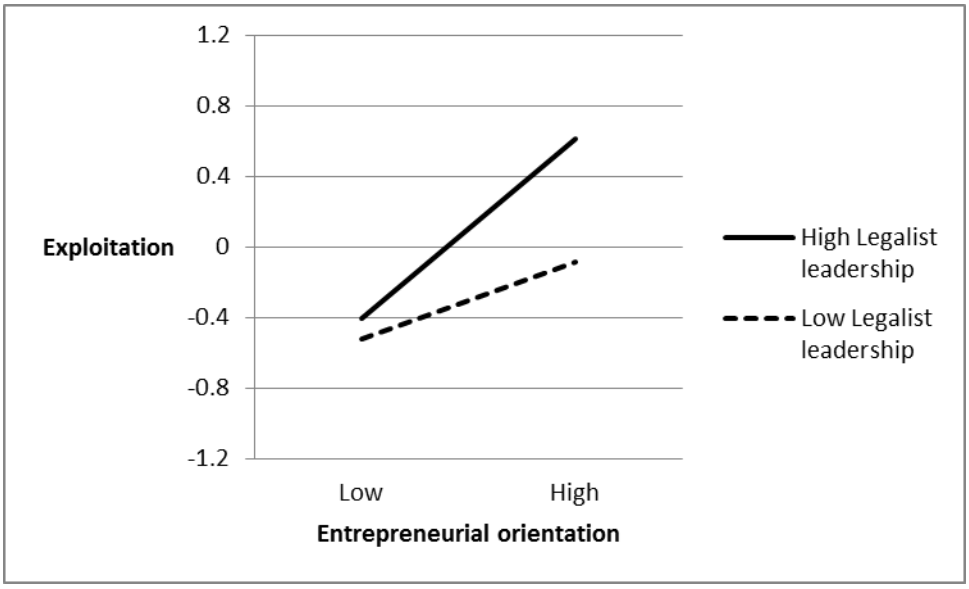


Figure 3. Relationship between entrepreneurial orientation and exploitation at different levels of Legalist leadership

Discussion

As top managers of an organization, strategic leaders have disproportionately large influences on organizational processes and performance (Finkelstein et al., 2009; Hambrick and Mason, 1984). In this paper, we characterize strategic leaders as entrepreneurs who have subordinates to manage. Drawing heavily from entrepreneurial theory of the firm (Dew et al., 2004), we propose that the primary role of strategic leaders is to capitalize on opportunities by means of organizational

learning with the help of dispersed knowledge contributed by organizational members. These and our views constitute an alternative theory of the firm that is based on the assumption of value creation. This is drastically different from "traditional" theories of the firm (e.g., transaction cost economics, agency theory, and incomplete contracts theory) that are based on the assumption of cost minimization.

Conceptualization of strategic leadership. We conceptualize strategic leadership as the gestalt pattern of how business-level entrepreneurial orientation and interpersonal-level leadership styles are configured. Therefore, strategic leadership is distinct from other leadership concepts. Strategic leadership is not simply transformational or transactional leadership. It is not just visionary or charismatic leadership, either. There is more in the construct of strategic leadership than any single leadership construct can cover. Strategic leadership is the combination of two or more leadership activities at the business level and the interpersonal level.

Judging from their impacts on organizational learning, we have identified three types of leadership at the interpersonal level; namely, enabling, coercive, and relationship-nurturing leadership. We then identify three major gestalt patterns of strategic leadership as defined by the specific cross-level interaction of leadership activities. First, when business-level entrepreneurial orientation is combined with enabling leadership style at the interpersonal level, a synergy effect will occur on exploratory organizational learning. Second, when business-level entrepreneurial orientation is combined with coercive leadership style at the interpersonal level, a synergy effect will occur on exploitative organizational learning. Third, the first two synergy effects will be reinforced by relationship-nurturing leadership at the interpersonal level.

Empirical findings. We tested our hypotheses with 437 companies operating in Pearl River Delta of China. Because they were Chinese companies, we used indigenous Chinese leadership dimensions to represent the three types of interpersonal-level leadership. Specifically, Taoist leadership is the Chinese version of enabling leadership, Legalist leadership the Chinese version of coercive leadership, and Confucian leadership the Chinese version of relationship-nurturing leadership. Results of moderated regression analyses supported most of our hypotheses.

However, Confucian leadership did not significantly reinforce the synergy of entrepreneurial orientation and Legalist leadership on exploitation. This lack of effect may be due to the Chinese value of conformity (Hui and Luk, 1997). The coercive Legalist leadership alone might be sufficient for leading subordinates to focus on convergent thinking and contribute to exploitative organizational learning when the strategic leaders have a strong entrepreneurial orientation. The relationship-nurturing Confucian leadership might be redundant.

On the other hand, Confucian leadership did significantly reinforce the synergy of entrepreneurial orientation and Taoist leadership on exploration. As we mentioned

above, Taoist leadership is not the same as relinquishment of leadership. Instead, subordinates are encouraged to undertake divergent thinking so as to make the strategic leaders' entrepreneurial orientation work. For people who are used to following orders and superiors' lead, the strategic leaders' encouragement is indispensable. Otherwise, they will feel uneasy about taking the liberty, which is itself something novel to them, to experiment with new ideas. Good leader-follower relationship is re-assuring. The relationship-nurturing Confucian leadership can provide them with the much-needed psychological safety to explore the world.

Following this line of reasoning, we expect that relationship-nurturing leadership has the opposite impacts in individualistic cultures that value autonomy. In these cultures, organizational members are used to independent works. They do not need their strategic leaders' encouragement to do so. Therefore, relationship-nurturing leadership such as LMX will not reinforce the synergy effect of enabling leadership and entrepreneurial orientation on exploration. On the other hand, they may find coercive leadership overly controlling and intrusive. Then, a good leader-follower relationship is needed to smooth things out and prevent grudge from developing. Relationship-nurturing leadership will strengthen the synergy effect of coercive leadership and entrepreneurial orientation on exploitation.

Theoretical Implications

Dew and associates' (2004) entrepreneurial theory of the firm provides us with a theoretical starting point for conceptualizing strategic leadership. Actually, this theory is also a theory of strategic leadership. The answer that this theory gives to the question "why firms exist" can also answer the questions "what strategic leadership is" and "how strategic leadership matters." This theory argues that the firm is an institutional modality for integrating dispersed knowledge. Therefore, strategic leadership includes strategic leaders' activities for this purpose. How strategic leadership matters depends on how well these activities are performed in terms of their impacts on exploratory or exploitative organizational learning.

As a relatively new theory, it offers plenty of room for further theory development. This theory is built on the assumption that some opportunities are sensed by the entrepreneur. Dew and associates (2004) discuss the concepts of risk and uncertainty in the framework of dispersed knowledge. However, they have not elaborated on the concept of opportunity. Perhaps future research may focus more on the concept of opportunity. Questions that are of interest include: What are the factors that lead to the identification of opportunities? What are the dimensions of opportunity? How will these factors and dimensions affect the creation of new firms, organizational structure, and scale and scope of the firm? How will these factors and dimensions affect the gestalt pattern of strategic leadership?

Furthermore, as our findings and discussion suggest, leadership behaviors are

culture-bound. Culture may need to be specified as one of the determining factors in the model of strategic leadership. However, we should be alert to the problems associated with comparing cultures on particular leadership dimensions. For example, the transformational-transactional leadership framework may be irrelevant to non-Western cultures. Administering a questionnaire on transformational-transactional leadership to people in non-Western cultures may run the risk of producing artifactual findings.

Managerial Implications

For strategic leaders, the most pressing issue is how to capitalize on opportunities and maximize profit. Our findings provide them with some hints. Different gestalt patterns of strategic leadership have different effects on exploratory and exploitative organizational learning.

Although exploration and exploitation may compete for scarce resources (March, 1991), in practice most companies undertake both at the same time. In our sample, exploration and exploitation were strongly correlated (Table 3: $r = 0.50$, $p < 0.001$). Therefore, organizational ambidexterity is not a myth, but something achievable (Raisch and Birkinshaw, 2008). Based on our findings, the way in which organizational ambidexterity works is that at low level of competitive intensity, exploration may actually be a waste of valuable resources and hurt performance, but exploitation can compensate for this loss and contribute to firm performance

Limitations and Future Research Directions

We acknowledge several limitations in our study. First, our empirical work was conducted with Chinese firms operating in Pearl River Delta of China. This may have limited the scope of our study. Future research may replicate our study in a Western culture. Of course, "emic" leadership dimensions should be used in such cross-cultural replications. Another limitation of our study is the use of cross-sectional data. Strategic leadership and organizational learning are dynamic processes and likely to evolve over time. Future research should try to incorporate longitudinal data.

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The Impact of User Involvement in Virtual Brand Communities on Customer-Brand Relationship

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ABSTRACT

This research survey of the registered users of the forum "MEIZU", which is an emerging domestic electronics brand. Based on the theoretical model of participation in virtual brand communities, brand relationship and brand experience, this research applied multivariate regression to analyses the impact of customer participation to brand relationship via brand experience. Research findings are: the participation in virtual brand communities has positive effects on brand experience; the dimensions of brand experience affects brand relationship differently; the dimensions of brand experience affects has different mediate effects; affection experience and act experience have positive mediate effects significantly, while sense experience, think experience and relate experience do not have significant mediate effects.

Key words: Virtual Brand Communities, User Involvement, Brand Experience, Brand Relationship

Introduction

In the study of the impact of brand relationship quality in consumer behavior, Algesheimer、Dhohlkia and Herrman(2005)'s research proved that brand relationship quality could influence the customer behavior in brand community. The study concludes that the identity of the brand relationship quality brand community identity and brand loyalty intentions have a positive impact. The positive result of brand community identity is consumer participation. When the impact of the brand relationship studies of virtual brand community user participation, this article argues that there is a need to explore the role of brand experience mediate agency. Because studies have shown that the relationship between the brand experiences has a direct effect, thus, we cannot rule out some kind of user participation has led to the brand experience , thereby affecting the brand relationship.

Therefore, the study of virtual brand community user participation affect the relationship between the brand and brand experience exactly what dimensions play a role in the relationship between user participation and brand , has important theoretical and practical significance .

Theoretical background

1.Brand Relationship

Brand relationship formally began Research International market research company, which considers the brand relationship is " the interaction between the consumer attitude toward brand attitude and brand to consumers ". Later, on this basis, some scholars have increased the company's consumer product brands such as three interactive relationship between the parties and the development of interactive multi-compartment model of the relationship between surface (Fournier, 1998).

Brand relationship quality can be used to measure the stability and continuity of the relationship between the brand and other health conditions that can be used to measure brand relationship status (Fournier, 1998). Fournier conducted a detailed study on the brand, the brand relationship is divided into 4 types: friendship, marriage, relationships, emotional relationships, and temporary ties (Aaker, Fournier, Brasel, 2004).

In this study, the existing brand relationships scale based on the combination of local scholars view , the relationship between the scale of brand design .

2. Virtual Brand Community

Brand community is formed around a particular brand of consumer groups. American scholar Muniz and O'Guinn（2001）first proposed the concept of brand community , namely " brand community is a social relationship of people to use the same brand of products is based on groups of special, non- contact composed of geopolitical relations. When the virtual communities of interest participant is a piece of a specific product or brand, virtual communities will be transformed into a virtual brand community. Regarding the definition of virtual brand community, current scholars have not yet formed a broad consensus. This study suggests that virtual brand community integration of virtual communities and brand community characteristics , has the following characteristics: (1) Virtual brand community support from the Internet and mobile communications, and other digital communication technologies; (2) Virtual brand community exists for a particular brand essence is the theme of the social network; (3) The initiator of the brand can be a virtual enterprise , consumer or a third party. Therefore, this study suggests that virtual brand community is : " a particular brand interest groups with a common interest , in particular continuous interaction in virtual space provided by the company or third parties to explore each brand knowledge , experience sharing and the formation of a specific brand social relations . "

3. consumer participation behavior in virtual brand community

Virtual Brand Community user participation behavior is unique , such as posting, browsing, member interaction. Foreign scholars believe that, as members involved in motivation and information needs, community users ' behavior can be divided into browsing behaviors and interactions(Wang, Fesenmaier, 2004). Ridings(2006) have made further studies are summarized in the virtual community , the community participation behavior into two categories: luker and poster.

The research scholars at home and abroad will participate in the virtual community behavior into two categories: browsing behavior and interaction. Browsing behavior : ie, to browse information within the community -based, to get useful information from their own communities , but community participation post replies, share relatively little experience , less interactive participation behavior; interaction behavior : Active in the community posting , replies, share the brand experience, contact with members of the emotions, is an interactive , high -level interactive participation.

4. Brand experience

Schmitt (2009) think a great brand is experienced provider. Brand essence was set up in the eyes of our customers moving experience (Brakus, Schmitt, Zarantonello). Brand experience is a face-to-face communication, aimed at attracting consumers sense of physical and emotional (Ross, 2002).

Schmitt in the " Experience Strategy Module" , the experience is divided into five types : sensory experience, emotional experience , think experience , action experience and related experience. Sensory experience is formed by a vision, hearing, smell , taste, touch sensory stimulation to form aesthetic pleasure , excitement and satisfaction. Emotional experience may be positive , negative feelings and passions of the composition, and consumer interaction and released during the most intense emotions. Think experience can be generated by creating a sense of wonder , to attract the attention of consumers , triggering curiosity. Action experience through the creation of body experience behavioral patterns, lifestyle and interactive relationships formed. Related experiences and cultural values, social roles and vested groups. Sensory experience , emotional experience and think experience is a personal experience , experiences and actions related experiences are shared experiences.

Concept Model and Research Hypothesis

1. Concept Model

For the purposes of this study and the literature , this paper presents a theoretical model shown in Figure 1. This paper will be tested assumptions of the model and its relationship between the variables.

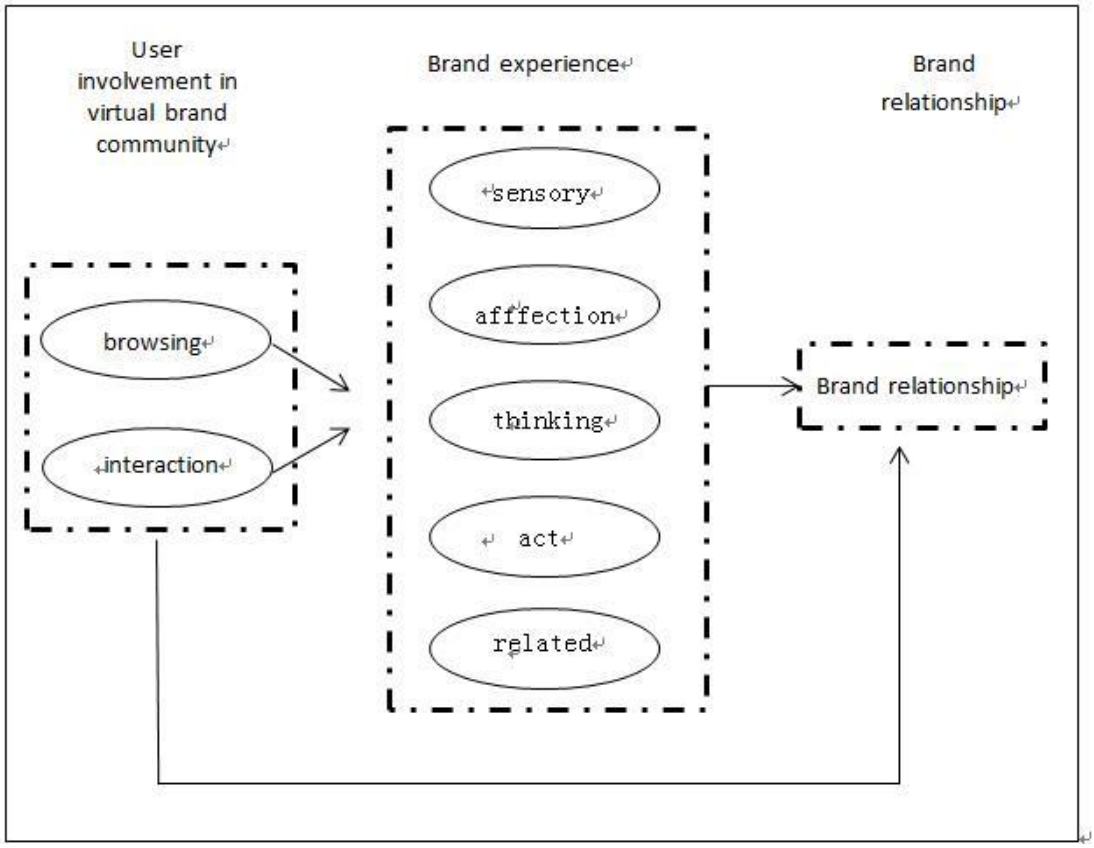

Figure 1 Theory Concept

2. Research hypothesis

（1）Virtual brand community participation and brand experience

Peng Yanjun and Jing Fengjie (2008) study of hairdressing services demonstrated the ability of users to participate in positive impact on brand experience. Therefore, the virtual brand community participation behavior, which members actively participate in the " irrigation " behavior, can induce the fully interactive forum（Mathwick， 2002）. Presumably, the interactive behavior of the virtual brand community members can effectively promote the user 's brand experience.

Therefore, hypothesis 1 is,

H1: Virtual brand community user interaction has a positive impact on the users of the brand experience.

On the other hand , Ives and Olsen (1984) passive instincts go into action also involved in areas such as casual browsing on the web, searching for information and other acts. However, these negative behaviors submersible accumulation of information within the community does not have a direct contribution, but it can improve the browsing behavior forum traffic, affecting heat forum posts and influence.

Meanwhile, browsing behavior is an important channel for users to experience the brand , you can enhance the brand experience. Therefore, hypothesis 2 is,

H2: Virtual Brand Community user's browsing behavior has a positive impact on the user 's brand experience.

（2）Brand Experience and Brand Relationship

Numerous studies have shown that effects offline branding experience brand relationships. Schultz and Barnes (1999) argues that brand relationship is made up of a series of brand experience consumers have been developed. Impact of emotional experience than thinking of the brand experience more significant relationship. So, we can speculate that personal experience may have a positive impact on the brand relationship. Therefore, hypothesis 3 is,

H3: Personal experience has a significant positive impact on brand relationship.

H3a: Sensory experience has a significant positive impact on brand relationship.

H3b: Emotional experience has a significant positive impact on the brand relationship.

H3c: Think experience has a significant positive impact on the brand relationship.

Related associated experience is linked with others, including other community or a broader social entity. Meaning action with an interactive experience not only branded goods, and promote communication and understanding, sometimes the user is pointing to a more positive state of life, providing innovative brand recommendations, and upload the community sharing in the process met, in the long run to form a more positive interaction. Therefore, this study hypothesized 4:

H4: Shared experience has a significant positive effect on the brand relationship.

H4a: Act experience has a significant positive impact on the brand relationship.

H4b: Related experience has a significant positive impact on the brand relationship.

（3）Virtual brand community participation and brand relationship

Brand Community strengthened ties between consumers and brands, the interaction between consumers to provide convenient. The opportunity to participate in brand community of users will be satisfied with the brand more, participants express their ideas and expectations through diving, water, sharing of information and experience, the company can also provide value added services for members, and enhance consumer product perception. Thus, hypothesis 5 is,

H5: User participation in virtual brand community relationships has a significant positive effect on the brand relationship.

H5a: Browsing behavior has a significant positive effect on brand relationships.

H5b: Interactions have significant positive impact on the brand relationship .

（4）mediate effect of brand experience

For participants, has become the brand users, participate in virtual brand community is not just for the basic product information, and that obtained from the community with other brands and consumer satisfaction in recognition of long-term interaction, increase the emotional attachment or the mediation of products obtained from the community self-reflection of social values. Consumer's experience is stronger; its brand is associated with higher.

Impact on consumer brand experience in brand relationship user participation process, will have a positive mediate effect. This mediate role as follows: First, the brand experience to deepen correlation consumer participation in the process and enhance the brand, thereby enhancing consumer loyalty ; secondly , because of the interactive user participation and set up a virtual brand community will strengthen brand relationships.

Personal brand experience and sharing experience in virtual brand community user participation take a mediate role in the brand relationship.

H6: Brand experience in user participation on brand relationship with significant positive mediating role.

H6a: Sensory experience in the role of user participation in brand relationships that have significant positive mediating role.

H6b: Emotional experience in the role of user participation in brand relationships that have significant positive mediating role.

H6c: Thinking experience in the role of user participation in brand relationships that have significant positive mediating role.

H6d: Act experience in the role of user participation in brand relationships that have significant positive mediating role.

H6e: Related experience in user participation in brand relationships has a significant positive mediating role.

Research Sample

1. Research industry

In this study, the electronics industry, "Meizu " as a test brand. Because (1) Virtual brand community is the largest concentration of consumer electronics user platform; (2) brand experience marketing in the consumer electronics industry is mostly content to mainstream marketing strategy; (3) Meizu is a local brand , if the assumption is verified, about the brand community , brand relationship theory system can be further localized.

2. Research Sample

Formal questionnaire consists of four parts: (1) “Have you used the Meizu product yet? “As a screening questions; (2) After modifying the initial scale on the basis of : a virtual brand user participation has six questions of scale , brand relationship has nine questions of scale , the virtual brand community brand experience users have 23 questions of scale ; (3) Demographic information about respondents. Formal research questionnaire is 7 -point Likert scale. The scale reliability are higher than 0.7.

The investigation of the "Meizu forum " to " Questionnaire star" system 455 questionnaires , excluding invalid user , the user does not fill a total of 444 valid questionnaires , the effective sample rate of 97.5 %. Men accounted for 97.3% , women accounted for 2.7%. 20 years old accounted for 15.8 percent , 20 to 35 years old accounted for 78.4% of the population aged over 35 accounted for 5.9 percent ; undergraduate or less accounted for 24.1% of undergraduate and graduate students accounted for more than 75.9 ; participate in the forum 12 months or less accounted for 58.5% , more than 12 months 41.5% .

Research Result

1. Hypothesis Test

This study used multiple regression test the assumptions you made above.

(1) Virtual brand community users participate in the regression analysis of the brand experience.

Users participating in the brand experience regression analysis of a linear regression, independent variables are the two dimensions of user participation: browsing behavior and interaction. The dependent variable was the five dimensions of brand experience. The results showed that, F test value of all of a regression equation have reached a significant level, standard b values are positive, and t values are all

significant. There was a significant positive linear relationship between customer engagement and brand experience that confirms H1, H2 hypothesis. The results shown in Table 1:

IV	IV	b	Std.b	T value	R^2	F value
Interaction behavior	Sense	0.315	0.457	10.792**	0.209	116.458
	Affection	0.334	0.464	11.019**	0.215	121.412
	Thinking	0.315	0.398	9.128**	0.159	83.320
	Act	0.468	0.526	12.989**	0.276	168.701
	Related	0.511	0.281	13.765**	0.300	189.467
Browsing behavior	Sense	0.277	0.281	6.167**	0.079	38.035
	Affection	0.350	0.342	7.641**	0.117	58.383
	Thinking	0.381	0.338	7.548**	0.114	56.978
	Act	0.528	0.416	9.625**	0.173	92.649
	Related	0.477	0.359	8.086**	0.129	65.383

Table 1 Regression analysis of users involved in the brand experience

*p<0.05, **p<0.01, F value for the f-test of the coefficient of determination R^2 values after the correction.

(2) Brand experience for the brand relationship regression.

Verify the relationship between brand and brand experience through multiple regression analysis of causality. Independent variable is brand experience three dimensions of personal experiences and shared experiences of two dimensions.

Results show that the two equations have reached a significant level of f-test values, indicating regression effect. Brand experience is a positive linear relationship with the brand relationship. However, the personal experience of thinking experiences, and share experiences related to experience the brand relationship regression coefficients did not reach significance level. Therefore H3a, H3b and H4a confirmed. Results shown in table 2:

Table 2 Regression analysis of brand experience on brand relationship

IV	DV	b	Std.b	T value	Adj.R^2	F value
Sense	Brand relationship	0.146	0.126	2.179*	0.301	64.589
Affection		0.532	0.480	7.447**		
Thinking		-0.320	-0.310	-0.533		
Act	Brand relationship	0.545	0.608	9.628**	0.435	171.189
Related		0.054	0.063	1.004		

*p<0.05, **p<0.01. F value for the f-test of the coefficient of determination R^2

values after the correction.

（3）Regression analysis of brand experience mediating role.

As already verified a significant role in the relationship between the brand experience, the following will be verified : 1) Impact on the brand relationship virtual brand community user participation; 2) User engagement and brand experience to the brand interaction, to prove that the branded experience of mediating variables.

User participation as the independent variable, brand relationship as the dependent variable regression analysis showed that user involvement and brand behavior has a significant positive relationship between cause and effect relationships. The study hypothesis H5a and H5b can be proved. The results shown in Table 3:

Table 3 Regression analysis of user participation on brand relationship

IV	DV	b	Std. b	t value	Adj.R^2	F value
Browsing behavior	Brand relationship	0.369	0.325	7.580**	0.301	96.589
Interaction behavior		0.271	.0340	7.927**		

*p<0.05, **p<0.01. F value for the f-test of the coefficient of determination R2 values after the correction.

User participation, the brand experience both as independent variables , the relationship between the brand as the dependent variable regression analysis, the results showed that the effect of the interaction of the brand relationship becomes significant at the p \u003c0.01 level , and the impact on brand relationships browsing behavior also reduced. To further influence the behavior of users to participate in the brand relationship through emotional experience and the mobile experience , so assuming H6b and H6d been confirmed.

Table 4 Regression analysis of user participation on brand relationship

IV	DV	b	Std.b	t value	Adj.R^2	F value
Browsing behavior	Brand relationship	0.223	0.197	5.142**	0.495	62.985
Interaction behavior		0.083	0.104	2.451*		
Sense		0.002	0.002	0.032		
Affection		0.245	0.221	3.756**		
Thinking		-0.136	-0.135	-		

			2.669**
Act	0.415	0.463	7.101**
Related	-0.013	-0.015	-0.237

*p<0.05, **p<0.01. F value for the f-test of the coefficient of determination R2 values after the correction.

According to the above results for the path analysis, the results shown in Figure 2 , the figure shows only significant at the 0.05 level path coefficients. Figure 2 shows that the real work of mediating variables in the model is the emotional experience and the mobile experience.

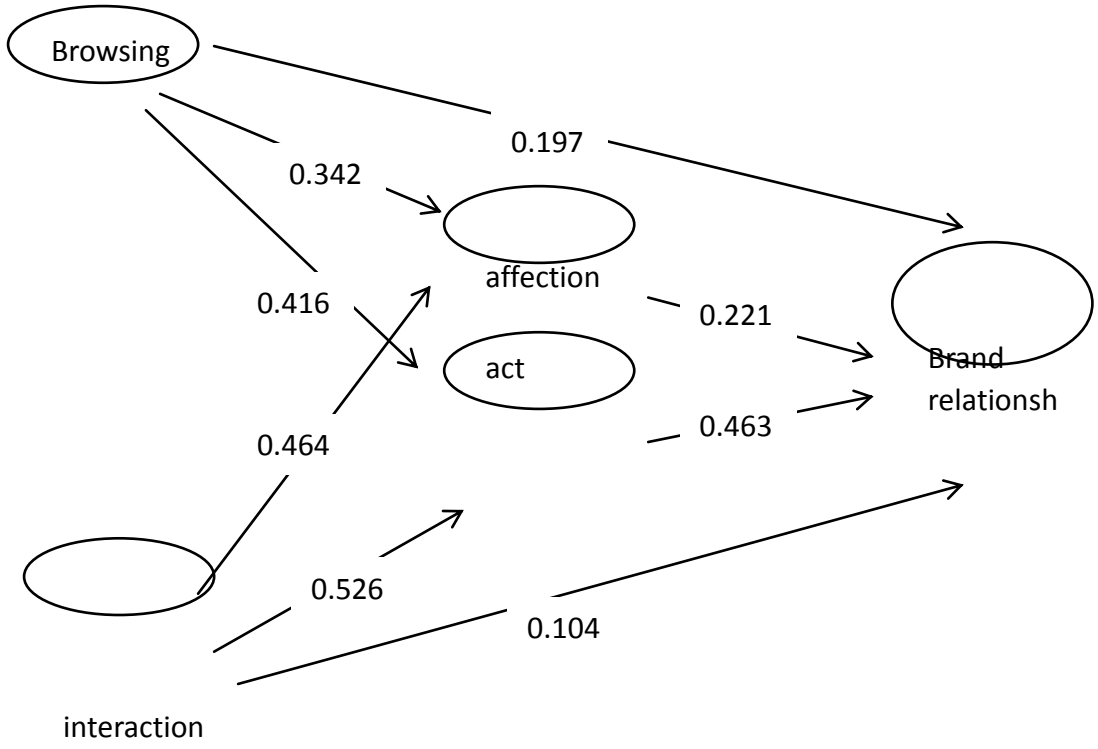

Figure 2 Path analysis among user involvement, brand experience and brand relationship

Marketing Implications

By "Meizu " virtual brand community as a test brand , the paper empirical user participation, the relationship between brand experience and brand relationships between the three. This study found that : (1) Whether the user browsing behavior or interaction of the user in a virtual community of brand experience has an impact ; (2) emotional experience and the mobile experience will strengthen brand relationships ,

enhanced sensory experience for the brand relationship impact of the weaker ; (3) with respect to the browsing behavior , interactions need more emotional experience through an intermediary role and actions of experience, in order to strengthen the brand relationship .

The above studies for enhancing the strength of brand relationships are important marketing inspiration:

(1) Guide users to actively participate in strengthening the brand community behavior in order to strengthen the brand relationship, rather than simply a high click-through rate . High click-through rate is only manifestation user browsing behavior from the study can be found, the user browsing behavior is largely determined by the need to strengthen the brand relationship can experience emotional experience and action . Therefore, the brand community managers need to add emotion and action elements in the page design, content management, member interaction, and guide the viewer to make active participation behavior , emotional experience and action to get experience.

(2) Brand community managers and users should actively interact interactive emotion and action, in order to strengthen the brand relationship . Can be drawn from the study, the interaction must be to strengthen the brand relationship through emotional experience and action experience. Therefore, the interaction on the surface, such as a high post count , not directly strengthen brand experience.

（3）Virtual Brand Community design should emphasize the primary forum for members of the friendliness and practicality rather than sensual designs. The study found that the formation of brand relationship is mainly affected by the emotional experience and the mobile experience, and the impact on the brand relationship sensory experience is very limited. Members who care more about the issues raised in the forum to find a feedback whether to get answers, interactive forum members are friendly and polite, can get in the good faith effort to respond.

This paper presents the brand relationship factors theoretical model and empirical test hypotheses, but there are still some research limitations. First, this study "Meizu " forum as a test object , although the younger public computers, mobile phones are more concentrated virtual brand community , but there is still the industry limitations, future research may be appropriate to expand the range of industries . Secondly, on the sample composition, this study used a real sample , but the sample 90% were men , future studies will be carried out to improve the structure of the sample on the sex ratio .

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Intercultural Communication Challenges: How Different When Working for Domestic MNCs in Host Country VS for Foreign MNCs in Home Country

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ABSTRACT

This paper investigates the differences of intercultural communication challenges facing employees from the same country when working for "domestic MNCs in host country" VS "foreign MNCs in home country", using in-depth interviews with 48 Chinese employees from 28 above two types of MNCs. The results indicate that intercultural communication contexts and challenging issues facing Chinese employees, and the strategies used to cope with above challenges in the two types of MNCs, are different significantly. This paper further finds that the locations of the workplace (i.e. in home country or in host country), the phase of internationalization of the firms and the stage of intercultural sensitivity of Chinese employees result in above differences. Based on above results, this paper identifies two internal and three external intercultural communication contexts, and finds that the intercultural communication challenges in above contexts appear as the conflicting issues in business and management, but are caused by differences in interests, position and culture which are interweaved. To sum up, the conclusions enrich international business theories and intercultural communication theories, and offer guidelines to cultivate international talents for the MNCs from emerging economies.

Keywords: Intercultural communication; Internationalization; Chinese employees; Intercultural sensitivity

INTRODUCTION

More and more employees are involved in the intercultural workplaces with rapid development of multinational corporations (MNCs). Take China as an example, more and more Chinese MNCs are going to operate overseas and numerous foreign MNCs have been operating in China. Both the two kinds of MNCs recruit lots of Chinese

employees. However, how different are the intercultural communication challenges facing Chinese employees when they work for "Chinese MNCs in host country" VS for "foreign MNCs in China"? The answer to this question has important implication in offering guidelines to cultivate international talents for the MNCs. This paper intends to improve our understanding on the intercultural communication challenges facing MNCs employees through answering above questions. In this paper, Chinese MNCs with substantial overseas operations are identified as "Chinese MNCs in host country". Foreign firms with substantial operations in China are identified as "foreign MNCs in China".

Chinese firms are going global actively. Over 70% of top 500 Chinese enterprises have established a clear mission of internationalization (Tian & Jiang, 2009), and undertake international operation via exports, mergers & acquisitions and contractual joint ventures (Wang, 2006). Meanwhile, China has undoubtedly been one of the most important host countries attracting foreign investments. Until the end of 2011, Chinese government has approved more than 738,000 foreign invested enterprises[1]. Therefore, more and more Chinese employees work in the intercultural workplaces. Nevertheless, incapable employees in intercultural workplaces are ascribed as the leading cause of international business failures (Johnson et al., 2006).

Thus, through in-depth interviews with 48 Chinese employees from 28 MNCs, this paper attempts to find answers to following research questions: (1) what intercultural communication challenges Chinese employees encounter with in MNCs; (2) in what context the challenges happen; (3) how Chinese employees cope with the challenges; and (4) how the results are different between "Chinese MNCs in host country" and "foreign MNCs in China". This topic is not well covered in existing literatures (Shenkar, 2004; Varner, 2000).

The results indicate that intercultural communication contexts and challenging issues facing Chinese employees, and the strategies used to cope with above challenges in the two types of MNCs, are different significantly. This paper further finds that the locations of the workplace (i.e. in home country or in host country), the phase of internationalization of the firms and the stage of intercultural sensitivity of Chinese employees result in above differences. Based on above results, this paper identifies two internal and three external intercultural communication contexts, and finds that the intercultural communication challenges in such contexts appear as the conflicting issues in business and management, but are caused by differences in interests, position and culture which are interweaved.

This paper extends previous researches on intercultural communication and MNCs in a few ways. (1) Existing researches focus on two or multiple national cultures, considering country as a proxy for culture, which may neglect subcultures inside a country or an organization (Schaffer & Riordan, 2003). Thus, this paper examines

[1] Data Source: Ministry of Commerce of the People's Republic of China.

intercultural communication challenges facing employees from the same country but in different contexts. This paper further finds that the locations of the workplace (i.e. in home country or in host country), the phase of internationalization of the firms and the stage of intercultural sensitivity of the employees can result in above differences. (2) Extant researches focus on impacts of cultural differences (Clausen, 2010; Ochieng & Price, 2010), linguistic differences (Peltokorpi, 2010), etc. on intercultural communication challenges. This paper finds that interests, position and culture can pose a combined impact on the intercultural communication challenges. (3) Previous researches tend to neglect the employees that make up the enterprise and the dynamic operation environment (Shenkar, 2004), except for expatriates (eg: Doucet & Jehn, 1997), however, our research studies intercultural communication among the employees from the individual lens, i.e. Chinese employees, to bridge the gap.

THEORETICAL BACKGROUND

Perspectives of Intercultural Communication

Communication among individuals or organizations from different cultural backgrounds is defined as intercultural communication (Baldwin & Hunt, 2002; Varner, 2000). As to the intercultural communication among business people, scholars focus on two main perspectives. The first is "culture-as-shared-value" (Zaidman, 2001). The perspective assumes that one's value is embedded in the national culture (Hofstede, 1983, 1994; Oetzel, Garcia & Ting-Toomey, 2008), so business people from the same country will fully conform to their national culture and behave similarly. The researches mostly discuss intercultural communication challenges among employees from different cultural backgrounds in MNCs (Clausen, 2010; Ochieng & Price, 2010), especially communications between expatriates and local employees in subsidiaries overseas (Doucet & Jehn, 1997; Peltokorpi, 2007, 2010).

The second is "culture-in-context" (Zaidman, 2001). The perspective assumes that intercultural communication is influenced by contextual factors, so business people from the same country adapt to specific contexts, rather than fully comply with their national culture (Cai & Donohue, 1997; Francis, 1991). The researchers concentrate on intercultural interactions among business people from different cultural backgrounds, especially in negotiations (Adler & Graham, 1989; Drake, 1995).

This study maintains that Chinese employees' behaviors depend on the contexts. So, Chinese employees in different intercultural communication contexts encounter with different challenges and adopt different coping strategies.

Intercultural Communication Contexts

Context is defined as the surroundings concerned with a phenomenon (Cappelli & Sherer, 1991), and the surroundings are favorable to elucidate the phenomenon. Thus, organizational characteristics are given context for individuals, including constraints for behavior, proximal stimuli, and similarity among organizational members (Mowday & Sutton, 1993). External environment is given context for organizations, which affects the existence and significance of organizational behavior, and impacts the functional relationship of the variables (Johns, 2006).

Scholars attach importance to context in the study of intercultural communication. And the intercultural communication context in the firms can be classified into three types (Limaye & Victor, 1991; Yao, 2010): (1) managerial communication contexts inside the firms, such as communication contexts among different departments, supervisors and subordinates, peers, etc. (Han & Cui, 1999); (2) managerial communication contexts outside the firms, including communications contexts between firms and their suppliers, distributors, customers, competitors, local government and the public (Han & Cui, 1999); (3) managerial communication contexts in joint ventures and merged enterprises. This paper discusses intercultural contexts facing Chinese employees when working for "Chinese MNCs in host country" and for "foreign MNCs in China".

Intercultural Sensitivity

Intercultural sensitivity has been considered as a required core capability for people in the 21st century (Hammer, 2011). It is defined as capability to distinguish and experience cultural differences (Hammer, Bennett & Wiseman, 2003). Scholars classify intercultural sensitivity into two kinds of models. The first is the characteristic model. The researchers deem self-concept, open-mindedness, non-judgemental attitude, flexibility, social relaxation, empathy, etc. as key elements of intercultural sensitivity (Bhawuk & Brislin, 1992; Belay, 1993).

The second is the developmental model. Psychologists propose a developmental model of intercultural sensitivity (DMIS) for individuals (Bennett, 1993), including six stages: denial, defense, minimization, acceptance, adaptation and integration. People in the former three stages are in ethnocentric orientations, and in the latter three stages are in ethnorelative orientations. DMIS assumes that individuals in higher stage of intercultural sensitivity distinguish and experience cultural differences better. Although individual developmental stages may develop over time, they are not rigid. In reality, the stages experienced may depend on the context (Hernandez & Kose, 2012).

Besides, intercultural development inventory (IDI), constructed based on the DMIS, is proposed to measure the level of intercultural sensitivity (Hammer, Bennett & Wiseman, 2003). IDI classify intercultural sensitivity into five stages, i.e. denial/defense, reversal, minimization, acceptation/adaptation and encapsulated

marginality. A revised model proposes that intercultural sensitivity include six stages, i.e. denial, polarization (defense and reversal), minimization, acceptation, adaptation and cultural disengagement (Hammer, 2011). Empirical tests show that IDI has strong predictive validity (Paige et al., 2003; Hammer, 2011). Developmental model of intercultural sensitivity is utilized in this paper to measure Chinese employees' intercultural sensitivity in "Chinese MNCs in host country" and "foreign MNCs in China".

METHODOLOGY

Data Collection

In-depth interview is viewed as the most effective method to gain insight into intercultural communication in business background (Peltokorpi, 2007). We conducted in-depth interviews with a convenient sample of Chinese employees working for "Chinese MNCs in host country" and for "foreign MNCs in China", who are all middle or senior managers. Both scale and industries of the MNCs were taken into consideration.

At first, the respondents were asked to describe stories on intercultural communication challenges which they were involved in. To ensure thorough descriptions of the stories, each respondent was asked four questions: (1) 'Who were involved in the intercultural communication challenge?' (2) 'What was the nature of your relationship with the person (e.g. colleague, client and partner)?' (3) 'What was the challenge about?' (4) 'What were your strategies to deal with the challenge?' Secondly, they were asked to introduce their firm's tactics to deal with intercultural communication challenges. Further, they were asked to evaluate intercultural communication competence of Chinese employees in their firms. In addition, we asked two auxiliary questions previously: (1) 'What was your work experience in intercultural workplace?' (2) 'What was the distribution of Chinese and foreign employees in your firm?'

TABLE 1

A Summary of the Major Characteristics of the Sample

Firm Type	Chinese MNCs in host country	Foreign MNCs in China
International Behavior (NO. of the firms)	Setting up (strategic cooperative) factories (4), institutions (3) and marketing channel (7) overseas; only undertaking projects (2)	Setting up (strategic cooperative) factories (13), institutions (6) and marketing channel (15) overseas
No. of Respondents	24	24
Position (NO. of the respondents)	overseas division president (2); overseas division vice president (4); director of the overseas offices (3);	Chinese division president (2); chief representative of Chinese division (1); HR (4); project manager (2); foreign affairs manager (1); regional manager (1); technical director

	director of the overseas institute (1); project manager (1); product manager (2); overseas market manager (6); overseas sales manager (2); HR (1); operations manager (2)	(2); executive assistant (1); purchasing manager (2); product manager (1); floor manager (1); manager of cultural department (1), sales manager (2); facility manager (1); customer manager (1); operations manager (1)
Industry (NO. of the firms)	communications equipment manufacturing (3); household appliance manufacturing (1); iron and steel mills and ferroalloy manufacturing (2); agriculture, construction and mining machinery manufacturing (1); railroad rolling stock manufacturing (1); highway, Street, and Bridge Construction (1); Wholesale Electronic Markets and Agents and Brokers (1)	motor vehicle manufacturing (1); beverage manufacturing (2); computer and peripheral equipment manufacturing (1); electrical equipment manufacturing (1); management, scientific, and technical consulting services (2); grocery stores (1); other general purpose machinery manufacturing (1); audio and video equipment manufacturing (1); medical equipment and supplies manufacturing (1); navigational, measuring, electromedical and control instruments manufacturing (1); soap, cleaning compound, and toilet preparation manufacturing (1); software publishers (1); communications equipment manufacturing (2); other information service (2)
Firm's Name	Huawei, ZTE, FiberHome, TCL, Sinosteel, Baosteel, CRCC, Sany, Gezhouba group, Alibaba	DPCA, Budweiser, Coca cola, HP, Rohde&Schwarz, Alstom, Philips Sound Solutions, Metro, Reckitt Benckiser, MC Pacific, Oserlikon Leybold Vacuum, Orbus Neich, BMP Asia Industries, Logiways ,Eagle Kingdom Technology, International Assembly Solutions, Shenzhen Champion Maxiumic Group, Romax Technology

Notes：The classification is based on North American Industry Classification System (NAICS) revision for 2012. Website: http://www.census.gov/eos/www/naics/

Among the 48 respondents, 24 came from 10 "Chinese MNCs in host country", offering 67 stories on intercultural communication challenges, and others came from "foreign MNCs in China", contributing 37 stories. Table 1 is a summary of the major characteristics of the sample. Moreover, 29 interviews were conducted by face-to-face and each one lasts 60-90 minutes; 19 interviews were over the phone and each lasts 40-80 minutes, from September to November in 2011. We were allowed to tape the interviews. It should be noted that some respondents could only tell stories inside or outside the MNCs because of the limitation of their positions, so we interviewed other employees in the same firm for supplement. Meanwhile, owing to the respondents' limitation, some from the same firm might offer different answers in the distribution of Chinese and foreign employees and the firms' tactics to cope with the challenges, so we asked the human resource department for verification.

Content Analysis

We transcribed the records into texts and performed a content analysis of the texts, including two steps.

Step 1: Performing a preliminary analysis and forming a coding scheme (see Appendix). Based on the analysis of all the texts and the reference to previous literature, we summarized the categories of intercultural communication contexts, issues and coping strategies of Chinese employees. Also, we concluded the types of

the firms' tactics to deal with the communication challenges. Further, we identified the stage of each respondent's intercultural sensitivity.

Step 2: Coding. Each text of the interviews was examined by two coders independently. The coders are the members of our research team. The inter-coder reliability was assessed using Perreault and Leigh's (1989) index, and all the values of the reliability were above 0.8 (see Appendix for details), which was considered as a satisfactory value (Rust & Cooil, 1994). What's more, to enhance the reliability of coding, all the authors discussed the final codes when the coding between the two coders was controversial.

RESULTS

Distribution of Chinese and Foreign Employees in MNCs

This paper analyzes the intercultural communication in MNCs from the Chinese employees' lens. According to the respondents, "Chinese MNCs in host country" were in the primary phase of internationalization and indigenization, and assigned lots of Chinese employees overseas. The proportion of Chinese employees in overseas subsidiaries ranges from 5% to 90%, but focuses on 30% and 60%. Even so, some respondents said if more Chinese employees were qualified and could be appointed overseas in large quantity, their firms would send more abroad due to the convenience on administration and loyalty of Chinese employees, and for the aim to train international talents,. However, some respondents argued that the proportion of Chinese employees was so high in their firms that they planned to reduce. Conversely, there are less foreign employees in "foreign MNCs in China", who usually act as CEOs or senior managers in their subsidiaries in China, and who account for about 30% of employees in the firms examined.

Above findings indicate that, majority of the employees in both "Chinese MNCs in host country" and "foreign MNCs in China" are Chinese. So, the distribution of foreign employees can offer another perspective on the position features of Chinese employees. Table 2 presents the hiring status of foreign employees. For "Chinese MNCs in host country", most of the local employees are sales and marketing staffs (60%), in order to develop markets for Chinese firms; a lot are management consultants and legal advisors (50%), because of Chinese employees' unfamiliarity with local laws, taxation system, accounting standards and public relations; and some are senior executives (40%), for the purpose of enhancing legitimacy of the firm and facilitating trust from local employees, clients and partners of the firms. Meanwhile, Chinese employees are involved in nearly all functions, including management, sales and marketing, technical services, administrative management, etc.

TABLE 2

The Hiring Status of Foreign Employees

Department	*Proportion*	
	Chinese MNCs in host country	*Foreign MNCs in China*
Sales / marketing manager / staff	6 (60.0%)	6 (33.3%)
Management consultant / legal adviser	5 (50.0%)	0 (0.0%)
Senior executive	4 (40.0%)	9 (50.0%)
Technical expert	3 (30.0%)	8 (44.4%)
Engineering technician	3 (30.0%)	2 (11.1%)
Quality control engineer	2 (20.0%)	3 (16.7%)
Project manager / staff	1 (10.0%)	4 (22.2%)
Accounting manager / stall	1 (10.0%)	1 (5.6%)
R&D engineer	0 (0.0%)	1 (5.6%)
Personnel manager / clerk	0 (0.0%)	4 (22.2%)
Purchasing agent	0 (0.0%)	3 (16.7%)
Product manager / staff	0 (0.0%)	1 (5.6%)
Designer	0 (0.0%)	1 (5.6%)

Note: The proportion of foreign employees' position mentioned in "Chinese MNCs in host country" ("foreign MNCs in China") = the frequency of the position mentioned / the number of "Chinese MNCs in host country" ("foreign MNCs in China").

For "foreign MNCs in China", most of the foreign employees are senior executives (50%), transmitting headquarters' culture and strategies to their subsidiaries in China; a lot are technical experts (44.4%), offering technical support; some are sales and marketing managers, dealing with clients in surrounding countries like Japan, Russia, etc. Additionally, foreign employees are also project managers (22.2%) and personnel managers (22.2%), who usually cooperate with Chinese managers or assistants to organize and coordinate other employees. Meanwhile, Chinese employees are allocated in different functions such as sales and marketing, administrative support, R&D, etc.

Intercultural Communication Challenges Facing Chinese Employees

Based on the interview results, we identifies two internal and three external intercultural communication contexts, and find that Chinese employees in the two types of MNCs encounter different contexts of intercultural communication, as Table 3 and Figure 1 show. Chinese employees in "Chinese MNCs in host country" are usually in various internal and external intercultural communication contexts. Internal challenges mainly happen in communication between Chinese and foreign employees in the subsidiary in host country (38.8%) and between employees (Chinese or local) in the subsidiary and people in the headquarter (11.9%). And external challenges come

from communication between Chinese employees in the subsidiary and local clients (22.4%), and local government officials (17.9%), and business partners (9.0%) in the host countries.

TABLE 3

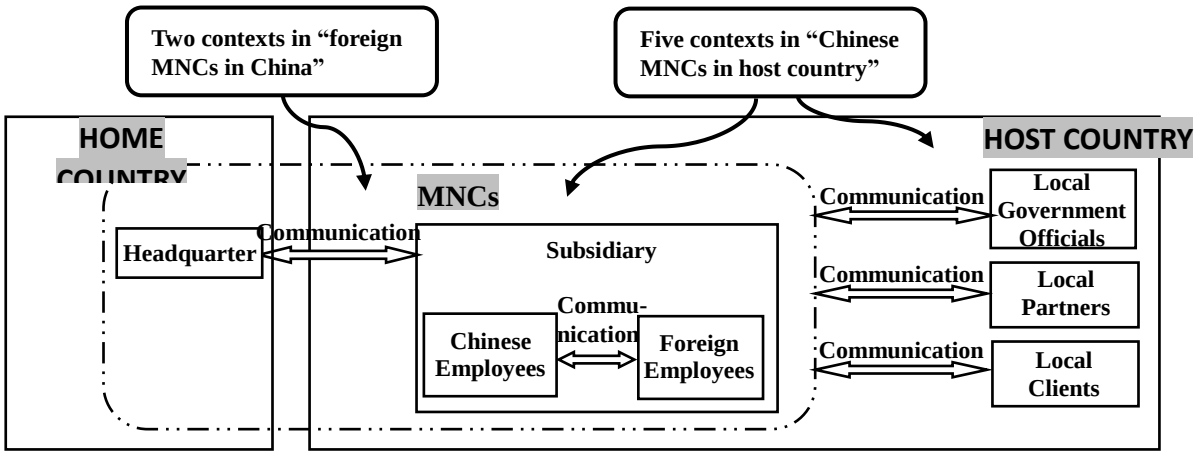
Challenging Intercultural Communication Contexts Mentioned by Respondents

Intercultural communication context	*Proportion*	
	Chinese MNCs in host country	*Foreign MNCs in China*
Chinese employees in the headquarter (subsidiary)-	8	3
foreign employees in the subsidiary (headquarter)	11.9%	8.1%
Chinese employees in the subsidiary-	26	34
foreign employees in the subsidiary	38.8%	91.9%
Chinese employees in the subsidiary-	12	0
government officials in host country	17.9%	0%
Chinese employees in the subsidiary-	6	0
partners in host country	9.0%	0%
Chinese employees in the subsidiary-	15	0
clients in host country	22.4%	0%
Total	67	37
	100.0%	100.0%

Note: In the table, "headquarter" means headquarter in the investment country, and "subsidiary" means subsidiary in the host country. The proportion of intercultural communication context mentioned in "Chinese MNCs in host country" ("foreign MNCs in China") = the number of the stories in which the context is mentioned / the number of stories offered by respondents in "Chinese MNCs in host country" ("foreign MNCs in China").

FIGURE 1

Intercultural Communication Contexts Facing Chinese Employees in MNCs



However, Chinese employees in "foreign MNCs in China" mainly encounter with intercultural communication challenges internally. Challenges usually occur in communication between Chinese and foreign employees in the China subsidiary (91.9%) and between Chinese employees in the China subsidiary and employees in the foreign headquarter (8.1%). The respondents did not offer external stories of intercultural communication challenges, because Chinese employees were assigned to communicate with Chinese clients, government officials, and partners, which was in fact an important strategy of the MNCs in China to reduce intercultural communication challenges.

A χ^2-test of the challenges in the five intercultural contexts by the two types of firms yields a χ^2 value of 30.198 (p=0.000). The result suggests distinct intercultural contexts facing Chinese employees in the two types of MNCs.

Table 4

The Challenging Issues Involved in Intercultural Communication

Intercultural context	*communication*	*Challenging issues*					*Total*
		Business strategies and tactics	*Internal management mechanism*	*Political issues*	*Transa-ction issues*	*Linguistic issues*	
Chinese MNCs in host country	Chinese employees in the headquarter - foreign employees in the subsidiary	2 3.0%	6 9.0%	0 0%	0 0%	0 0%	8 11.9%
	Chinese employees in the subsidiary-foreign employees in the subsidiary	0 0%	22 32.8%	0 0%	0 0%	4 6.0%	26 38.8%
	Chinese employees in the subsidiary - government officials in host country	0 0%	0 0%	12 17.9%	0 0%	0 0%	12 17.9%
	Chinese employees in the subsidiary - partners in host country	2 3.0%	0 0%	0 0%	4 6.0%	0 0%	6 9.0%
	Chinese employees in the subsidiary - clients in host country	1 1.5%	0 0%	0 0%	12 17.9%	2 3.0%	15 22.4%
Total		5 7.5%	28 41.8%	12 17.9%	16 23.9%	6 9.0%	67 100%
Foreign MNCs in China	Chinese employees in the subsidiary - foreign employees in the headquarter	1 2.7%	1 2.7%	0 0%	0 0%	1 2.7%	3 8.1%
	Chinese employees in the subsidiary-foreign	4 10.8%	25 67.6%	0 0%	0 0%	5 13.5	34 91.9%

	employees in the subsidiary					%	
Total		5 13.5%	26 70.3%	0 0%	0 0%	6 16.2 %	37 100%

Table 4 demonstrates the challenging issues involved in intercultural communication in the two types of MNCs, and the results indicate that the differences in interest, position and culture are interweaved to form the intercultural communication challenges.

The situations in "Chinese MNCs in host country": Firstly, respondents mentioned internal management mechanism issues (41.8%) mostly, especially issues about human resource management (HRM), planning and implementation. For example, in the aspect of HRM, the Chinese managers of the overseas subsidiary sometimes made inappropriate plan of human resource requirements, and recruited more local employees than necessary, who were dismissed carelessly. This caused conflicts due to differences of business cultures and a lack of local laws.

Secondly, Chinese employees have to cope with transaction issues (23.9%), which are involved in nearly the whole process of transactions, including negotiation, bid, project implementation, project evaluation and payment. And most of the conflicts are ascribed to the firms' lack of information of local laws, businesses, technical standards, clients' business reputations, etc.

Thirdly, political issues (17.9%) are also big challenges to Chinese employees. Due to low cognition of Chinese firms in host country, local governments usually limit various rights (e.g. rights of trades, building factories, investments, visa approvals and tax preference) of Chinese firms, and demand lots of responsibilities (e.g. numbers of local employees to be recruited), which causes a lot of conflicts.

Lastly, Chinese employees encounter issues on languages (9.0%), business strategies and tactics (7.5%). Though most of the Chinese employees recruited to work overseas have high scores in College English Test, it doesn't mean good communication skills. Besides, issues on business strategies and tactics are caused by misunderstanding between China headquarters and subsidiaries overseas, and between Chinese subsidiaries and local partners in strategic cooperation.

The Situations in "foreign MNCs in China": Firstly, respondents mentioned internal issues on management mechanism (70.3%) mostly, especially issues about planning and implementation, which are attributed to: (1) Mismatch on planning and implementation, since Chinese employees usually execute well but plan poorly, and foreign employees emphasize planning but perform poorly. (2) Disputes on result-orientation or process-orientation, as Chinese employees stress consequence, but foreign employees pay more attention to control the risk points of the projects. Besides, unreasonable management system of human resource arouses lots of

conflicts, such as working overtime, misunderstanding on responsibility, performance evaluation and training.

Secondly, Chinese employees have to cope with linguistic issues (16.2%). Different linguistic backgrounds lead to misunderstanding between Chinese and foreign employees.

Thirdly, issues on business strategies and tactics (13.5%) are also big challenges to Chinese employees, including bid strategies, R&D strategies, product strategies, supplier selections and so forth.

A χ^2-test of the five issues by the two types of firms yields a χ^2 value of 21.183 (p=0.000). The result suggests distinctive issues facing Chinese employees in the two types of firms.

Tactics for Dealing with Intercultural Communication Challenges

Chinese employees' tactics to deal with intercultural communication challenges *(refer to Table 5)*

The Situations in "Chinese MNCs in host country": Primary tactics adopted by Chinese employees is "enhancing one's intercultural knowledge, experience and language" (26.9%) and "compromising" (26.9%). The former one is mostly utilized by Chinese employees in intercultural communication with local colleagues inside the overseas subsidiaries, and with local clients and partners in the host countries. Since many Chinese expatriates are newly graduated students or employees shifting from technical functions to management, they lack enough social experience to resolve conflicts well.

The latter one is mostly applied in intercultural communication with government officials, local partners and clients in the host country. For example, respondents stated that Chinese firms could only compromise to the local laws and regulations, because they could not influence or change them. Also, the tactic sometimes may be utilized in communication inside the subsidiary. For instance, Chinese superiors regard local employees' not finishing tasks on time as shirking their responsibility in some countries and can only make compromise with them, when such conflicts are regarded as the results of differences of attitudes towards work and living.

TABLE 5

Chinese Employees' Tactics for Dealing with Intercultural Communication Challenges

Chinese Employees' Tactics	*Proportion*	
	Chinese MNCs in host country	*Foreign MNCs in China*
Timely communication	8	8
	11.9%	21.6%
Finding a neutral third party to	2	4

mediate	3.0%	10.8%
Changing one's communicative patterns and adapting to foreigners	13 19.4%	13 35.1%
Showing one's respect, integrity and equality	8 11.9%	4 10.8%
Enhancing one's intercultural knowledge, experience and language	18 26.9%	4 10.8%
Compromising	18 26.9%	4 10.8%
Total	67 100.0%	37 100.0%

Note: The proportion of the tactic mentioned in "Chinese MNCs in host country" ("foreign MNCs in China") = the number of the stories in which the tactic is mentioned / the number of stories offered by respondents in "Chinese MNCs in host country" ("foreign MNCs in China").

Secondly, Chinese employees consider "changing one's communicative patterns and adapting to local colleagues" (19.4%) as a good tactic to cope with intercultural communication challenges, which is usually applied in intercultural contexts inside the subsidiaries and with local clients. For example, Chinese superiors always assigned ambiguous tasks that local employees didn't know what to do and so did nothing. In reality, local employees were accustomed to deal with tasks that contained explicit objectives, executive phases, stage output, potential risks, protection measures, performance evaluations and so forth.

Thirdly, "timely communication" (11.9%) and "showing one's respect, integrity and equality" (11.9%) are also important patterns. In addition, when the intercultural communication challenges can't be solved by themselves, they find a neutral third party (e.g. their superiors) to mediate (3.0%).

The Situations in "foreign MNCs in China": Firstly, Chinese employees treat "changing their communicative patterns and adapting to foreigners" (35.1%) as a good tactic to cope with intercultural communication challenges, which is usually applied in intercultural communication inside the firms. For example, foreign employees usually were not accustomed to indirect means of expression of Chinese employees, and Chinese employees tried to express themselves more explicitly.

Secondly, "timely communication" (21.6%) is an important pattern, which reduces communicative costs rapidly and facilitates communicative efficiency. Other tactics are "finding a neutral third party (e.g. their superiors) to mediate" (10.8%), "showing one's respect, integrity and equality" (10.8%), "enhancing one's intercultural knowledge, experience and language" (10.8%) and "compromising" (10.8%).

A χ^2-test of Chinese employees' tactics to deal with intercultural communication challenges by the two types of firms yields a χ^2 value of 12.178 (p=0.032). The result suggests distinctive tactics for the Chinese employees to adopt to cope with intercultural communication challenges.

TABLE 6

The Firms' Tactics for Dealing with Intercultural Communication Challenges

The Firms' Tactics	*Proportion*		χ^2 *value (p)*
	Chinese MNCs in host country	*Foreign MNCs in China*	
Problem-based tactics	5 50.0%	3 16.7%	3.500 (0.091)
Assigning Chinese employees overseas	7 70.0%	11 61.1%	0.221 (0.703)
Recruiting experienced talents and retirees in the industry	5 50.0%	1 5.6%	7.542 (0.013)
Intercultural training	4 40.0%	11 61.1%	1.152 (0.433)
Drawing on public relations	5 50.0%	0 0.0%	10.957 (0.003)
Finding a third party to help	8 80.0%	5 27.8%	7.049 (0.016)
Conducting market research	8 80.0%	2 11.1%	13.288 (0.001)
Utilizing the offshore company	4 40.0%	0 0.0%	8.400 (0.010)
Drawing on chamber of commerce	2 20.0%	0 0.0%	3.877 (0.119)

Note: The proportion of the tactic mentioned in "Chinese MNCs in host country" ("foreign MNCs in China") = the number of the tactics used by "Chinese MNCs in host country" ("foreign MNCs in China") / the number of "Chinese MNCs in host country" ("foreign MNCs in China").

MNCs' tactics to deal with intercultural communication challenges (refer to Table 6)

"Chinese MNCs in host country" mostly cope with intercultural communication challenges through "finding a third party (e.g. local employees and agents) to help" (80.0%) and "conducting market researches" (80.0%), which are utilized in intercultural communication outside the subsidiaries. Besides, the firms consider "assigning more Chinese employees in headquarter overseas" (70.0%), "problem-based tactics" (50.0%), "recruiting experienced talents and retirees in the industry" (50.0%) and "drawing on public relations" (50.0%) as important tactics. In addition, the firms attach importance to tactics like "intercultural training" (40.0%), "utilizing the offshore company" (40.0%) and "drawing on chamber of commerce" (20.0%). But the intercultural training mentioned by the respondents is mainly "simple host

country knowledge training", "specialized language training", and "experience sharing meeting".

"Foreign MNCs in China" mostly cope with intercultural communication challenges through "assigning Chinese employees (especially senior managers and technicians) to headquarter for training" (61.1%) and systematic "intercultural training" (61.1%), to facilitate Chinese employees' intercultural communication competence. Further, the firms deem that "finding a third party (e.g. Chinese employees and consultants) to help" (27.8%) and "problem-based tactics" (16.7%) are good tactics to mediate internal challenges of intercultural communication. In addition, the firms also attach importance to "conducting market research" (11.1%) and "recruiting experienced talents and retirees in the industry" (5.6%).

According to χ^2 tests of different tactics to deal with intercultural communication challenges by the two types of firms, significant differences exist on "recruiting experienced talents and retirees in the industry" (χ^2 value=7.542; p=0.013), "drawing on public relations" (χ^2 value=10.957; p=0.003), "finding a third party to help" (χ^2 value=7.049; p=0.016), "conducting market research" (χ^2 value=13.288; p=0.001), and "utilizing the offshore company" (χ^2 value=8.400; p=0.010).

Intercultural Sensitivity of Chinese Employees

Table 7 shows the intercultural sensitivity of Chinese employees. According to evaluation of the respondents, we find Chinese employees in "Chinese MNCs in host country" are evenly distributed to stages of denial (29.2%), defense (20.8%), acceptance (25.0%) and adaptation (25.0%), which suggests that Chinese employees' ability to perceive, distinguish and experience intercultural differences is different in the intercultural communication contexts: (1) half of the employees can accept and adapt to intercultural differences; and (2) half are still at the stage of denial and defense.

However, respondents of "foreign MNCs in China" think most of the Chinese employees are at the stage of acceptance (62.5%) and adaptation (29.2%), and some are at the stage of reversal (8.3%), which suggests that most of the Chinese employees in "foreign MNCs in China" are capable of perceiving, distinguishing and experiencing intercultural differences.

TABLE 7

Intercultural Sensitivity of Chinese Employees

Intercultural sensitivity	*Proportion*	
	Chinese MNCs in host country	*Foreign MNCs in China*
Denial	7	0
	29.2%	0.0%
Defense	5	0
	20.8%	0.0%

Reversal	0	2
	0.0%	8.3%
Acceptance	6	15
	25.0%	62.5%
Adaptation	6	7
	25.0%	29.2%
Total	24	24
	100.0%	100.0%

Note: The proportion of Chinese employees' intercultural sensitivity in "Chinese MNCs in host country" ("foreign MNCs in China") = the number of the types of Chinese employees' intercultural sensitivity / the number of respondents in "Chinese MNCs in host country" ("foreign MNCs in China").

A χ^2-test of intercultural sensitivity of Chinese employees by the two types of firms yields a χ^2 value of 17.934 (p=0.000). The result suggests that Chinese employees in the two types of firms are at different stages of intercultural sensitivity, and Chinese employees in "foreign MNCs in China" are in the more advanced phase than those in "Chinese MNCs in host country".

DISCUSSION

Distinctive Internationalization Phases and Chinese Employees' Intercultural Sensitivity in the Two Types of MNCs

In "Chinese MNCs in host country" in the sample, majority of the respondents work in developing countries (e.g. India, Brazil, Iran and African countries), and a few work in more developed countries (e.g. Poland, Russia and Britain). Most of the firms assign lots of Chinese employees overseas. Besides, Chinese employees are involved in nearly all functions, including general management, sales and marketing, technical services, etc. Most of the local employees are in the positions of marketing and sales, legal, taxation and accounting areas. Among the Chinese firms surveyed, less than half of the firms have established self-built factories or strategic cooperative factories and research institutions in the host countries and the other firms establish the overseas distribution channels, or undertake construction projects. The results indicate that "Chinese MNCs in host country" are still in the primary phase of indigenization and internationalization (Tian, Deng & Fan, 2007).

"Foreign MNCs in China" in the sample are mainly from developed countries (e.g. America, Britain, France, German, and Netherlands). The firms recruit plenty of Chinese employees in China and a few expatriates from their home countries. And most of the foreign employees are senior managers and senior technicians. Chinese employees are allocated in different functions such as sales, administrative support and R&D. Majority of the firms have established self-built factories or strategic cooperative factories and wide distribution channels in China, and even some have set up research institutions. Therefore, "foreign MNCs in China" are in the more

advanced phase of indigenization and internationalization (Zhu, 2005).

The analyses above lead us to propose the following proposition:

Proposition 1: "Chinese MNCs in host country" are in more primary phase of internationalization and indigenization than "foreign MNCs in China".

Intercultural sensitivity can be classified into five stages, including denial, defense, reversal, acceptance and adaptation. It may evolve from low to high over time, but not so rigid, since the stages experienced may depend on the context (Hernandez & Kose, 2012). Our findings indicate that Chinese employees in "foreign MNCs in China" are at more advanced stages than those in "Chinese MNCs in host country".

For Chinese employees in "Chinese MNCs in host country", half are at the stage of acceptance and adaptation, who consider that people from other cultures are equal to themselves, and so attempt to change their perception and behavior to adapt to those people. And half are at the stage of denial and defense, who are less prepared for internationalization in host countries in language, intercultural knowledge, capability, mentality and self-cultivation. As "Chinese MNCs in host country" examined are in the primary phase of internationalization, their Chinese employees encounter various challenges when living and working overseas. So it's hard for them to adapt to the intercultural environment.

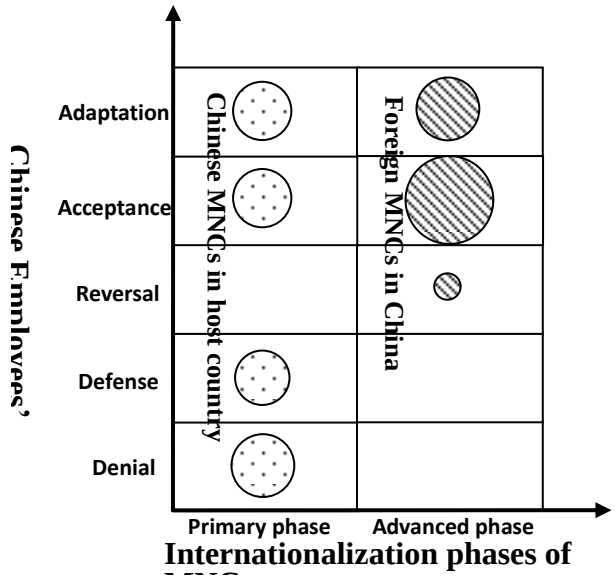
Meanwhile, Chinese employees in "foreign MNCs in China" are almost at the stage of acceptance and adaptation. Most of them consider that people from other cultures are different but equal to them, so they try to adapt their perception and behavior to those people. As Chinese employees work in China, only when they communicate with a few expatriates from headquarters, they are in the intercultural context. Thus, the work doesn't pose so much pressure on them in general. Comparatively, it's not so difficult for them to adapt to the simpler intercultural environment.

Based on the above analyses, this paper gives out the following proposition:

Proposition 2: Chinese employees in "foreign MNCs in China" are at more advanced stages of intercultural sensitivity than those in "Chinese MNCs in host country" and such differences are related to the internationalization phases of the MNCs.

FIGURE 2

Internationalized Phases of MNCs and Chinese Employees' Intercultural Sensitivity



Notes:

(1) "IS" means "intercultural sensitivity".

(2) The size of circle means the number of the Chinese employees who stay at some stage, based on the results of the paper. And ⊙ means the stages where "Chinese MNCs in host country" and their Chinese employees stay; ⊘ means the stages where "foreign MNCs in China" and their Chinese employees stay.

Based on above propositions, we propose a matrix with two dimensions, which are the internationalization phases and Chinese employees' intercultural sensitivity. Figure 2 shows that (1) "Chinese MNCs in host country" are at the primary phase of internationalization, and their Chinese employees are evenly distributed in the stage of denial, defense, acceptance and adaptation; (2) "foreign MNCs in China" are at the more advanced stage of internationalization, and most Chinese employees are at the stage of acceptance and adaptation, a few are at the stage of reversal.

Locations of the Workplace, Internationalization Phases, and Intercultural Communication Contexts and Challenges

This paper identifies two internal and three external intercultural communication contexts for deep analysis on the differences of Chinese employees when working for "Chinese MNCs in host country" and working for "foreign MNCs in home country". Because contextualization can help to subdivide analysis units to make our model

more accurate (Schneider, 1983), and to develop a possible theory that forms a part of a lager theory (Rousseau & Fried, 2001). Based on the results, Chinese employees in "Chinese MNCs in host country" confront intercultural communication contexts and challenges inside and outside the firms, but those in "foreign MNCs in China" mainly encounter intercultural communication contexts and challenges inside the firms.

We further finds that the location of workplaces and internationalization phases of the MNCs influence the intercultural communication contexts and challenges facing Chinese employees. For Chinese employees in "Chinese MNCs in host country", their workplaces are in host countries. Intercultural communications occur in nearly every occasion. Also, Chinese firms are in the primary phase of internationalization, so Chinese employees are assigned to undertake both internal and external tasks, which leads to more challenges in more contexts of intercultural communication. For Chinese employees in "foreign MNCs in China", their workplaces are in China. They are usually assigned to communicate with Chinese government officials, partners and clients so as to reduce external challenges of intercultural communication. Thus, Chinese employees face mainly intercultural communication challenges and issues inside the firms.

What's more, the differences in interests, position and culture pose a combined impact on the differences of challenges facing Chinese employees in the two types of MNCs. First, in intercultural communication between Chinese and foreign employees in the subsidiaries, differences in culture (e.g. languages, behavioral patterns and ways of thinking), positions (e.g. superiors often act as roles on behalf of the benefits of the organization, but other employees protect their own benefits) and personal interests (e.g. promotions at work, bonus and private interests) significantly hinder intercultural communication in both types of MNCs.

Second, in intercultural communication between Chinese employees in the subsidiary (headquarter) and foreign employees in the headquarter (subsidiary), divergences in position and interest significantly hinder communication in both types of MNCs. For example, employees in subsidiaries are more familiar with local market than employees in headquarters, but the former ones can only execute unreasonable profit target or strategic decisions made by latter ones.

Third, for Chinese employees in "Chinese MNCs in host country", differences in positions and national interests (e.g. trade protection and national security) significantly hinder intercultural communication between Chinese employees and local government officials; differences in organizational interests (e.g. firms' profit, strategic objectives and risk avoidance in operation) and organizational culture (e.g. business philosophy) significantly hinder intercultural communication between Chinese employees and local partners; differences in organizational interests (e.g. profit) and culture (e.g. languages, behavioral patterns and ways of thinking) significantly hinder intercultural communication between Chinese employees and

local clients.

Therefore, we suggest the following propositions:

Proposition 3: The location of workplaces and internationalization phases of the MNCs influence the intercultural communication contexts and challenges facing Chinese employees.

Proposition 3a: Chinese employees are in the internal and external intercultural communication contexts in "Chinese MNCs in host countries" and are mainly in internal contexts in "foreign MNCs in China".

Proposition 3b: The intercultural communication challenges facing Chinese employees appear as the conflicting issues in business and management in different contexts, but are caused by differences in interests, position and culture which are interweaved.

Intercultural Sensitivity and Personal Tactics to Deal with Intercultural Challenges

According to the research results, primary tactics to cope with intercultural communication challenges used by Chinese employees in "Chinese MNCs in host country" are "enhancing their intercultural knowledge, experience and language" and "compromising". Both the tactics are indirect tactics (Brew and Cairns, 2004), the former one aims to avoid similar challenging issues through further study and experience accumulation, and the latter one aims to withdraw from a conflict context. Because a lot of Chinese employees are at the stage of denial and defense, they have no enough knowledge of other cultures, or deem other cultures as threat and experiences cultural differences with stereotypes (Hammer, Bennett & Wiseman, 2003; Hammer, 2011), so that avoid communication as more as possible.

Besides, many Chinese employees are at the stage of acceptance and adaptation, who consider that people from other cultures are equal to themselves, and so attempt to change their perception and behavior to adapt to other cultures (Hammer, Bennett & Wiseman, 2003; Hammer, 2011). So, they also adopt other tactics in different contexts, including "changing one's communicative patterns and adapting to local colleagues", "timely communication" and "showing one's respect, integrity and equality".

However, primary tactics to cope with intercultural communication challenges used by Chinese employees in "foreign MNCs in China" are "changing their communicative patterns and adapting to foreigners" and "timely communication". Both the tactics are direct tactics (Brew and Cairns, 2004), the former one aims to adapt one to counterparts, and the latter one aims to reduce communicative costs rapidly and facilitates communicative efficiency. They are almost at the stage of acceptance and adaptation, and consider that people from other cultures are different but equal to themselves, so they attempt to change their perception and behavior to

adapt to other cultures (Hammer, Bennett & Wiseman, 2003; Hammer, 2011). Besides, other tactics including "finding a neutral third party (e.g. their superiors) to mediate", "showing one's respect, integrity and equality" and "enhancing one's intercultural knowledge, experience and language" are also less used in different contexts.

Above results don't mean that Chinese employees use those direct or indirect strategies exclusively in every context where they encounter intercultural communication challenges. Other factors such as cultural differences (Boonsathorn, 2007) and personal dispositions (Ruble & Schneer, 1994) also lead to different choices of the employees to cope with intercultural challenges. Based on the above analyses, this paper gives out the following proposition:

Proposition 4: The differences in strategies used by Chinese employees to cope with intercultural communication challenges between "Chinese MNCs in host country" and "foreign MNCs in China" are closely related to their stages of intercultural sensitivity.

Proposition 4a: Chinese employees in "foreign MNCs in China" are at more advanced stages of intercultural sensitivity than those in "Chinese MNCs in host countries", so Chinese employees in former ones prefer direct tactics (e.g. timely communication), while Chinese employees in latter MNCs tend to utilize indirect tactics (e.g. compromising).

Internationalization Phases and MNCs' Tactics to Cope with Intercultural Challenges

According to the research results, significant differences exist in strategies used to cope with intercultural communication challenges at firm level. We find that when dealing with intercultural communication challenges, "Chinese MNCs in host country" usually reduce uncertainty, facilitate legitimacy and develop host markets via outside forces. First, they adopt strategies, such as researches on local markets, customers' characteristics and partners' reputation, to help them adapt to the uncertainty to the host markets. Second, some take advantages of offshore firms in Hong Kong to change their subsidiaries' ownership nature, and draw on public relations so as to avoid various restrictions in the host markets and enhance their legitimacy. Further, when Chinese employees communicate with local government officials, partners and clients, they will turn to a third party (e.g. local employees and agents) for help. Moreover, tactics like "recruiting experienced talents and retirees in the industry" and "drawing on chamber of commerce" are often utilized to deal with the challenges in intercultural communication.

However, "foreign MNCs in China" attach importance to strategies on internal talents cultivation to facilitate mutual penetration in cultures between Chinese and foreign employees and improve internal intercultural communication. They mostly

cope with intercultural communication challenges through intercultural training. Indeed, some firms have built thorough intercultural training system. And the courses effectively improve intercultural communication through facilitating intercultural consciousness and intercultural communication competence of Chinese employees. Also, they send Chinese employees, especially senior managers and technicians, to headquarters overseas for intercultural training. In addition, "problem-based tactics", "conducting market research" and "recruiting experienced talents and retirees in the industry" are often utilized to deal with the challenges in intercultural communication.

As later entrants in international markets, Chinese MNCs are still at primary stages of internationalization (Tian, Deng & Fan, 2007). However, "foreign MNCs in China" are almost earlier entrants in international markets, including China market, who have been in more advanced stage of internationalization (Zhu, 2005). According to later entrants' competition theory, the resources owned by the later entrants can determine its market success, so they should take advantages of more existing resources to reduce challenges from new markets and to avoid other unnecessary investments (Kalyanaram & Urban, 1992; Shamsie, Phelps & Kuperman, 2004). Thus, drawing on outside forces is more efficient for "Chinese MNCs in host country" as new entrants to the international markets. As earlier entrants, "foreign firms in China" should spare no efforts to achieve globalization more than internationalization and indigenization. In the process of globalization, they need cultivate more local talents to adapt to the strategy (Jiang, 2007). Thus, the analyses above suggest the following proposition:

Proposition 5: The differences in strategies used by "Chinese MNCs in host country" and "foreign MNCs in China" to cope with intercultural communication challenges are closely related to the firms' phase of internationalization. The former ones tend to take advantages of outside forces to cope with communication challenges, while the latter ones deal with communication challenges via cultivating Chinese employees' competence.

CONTRIBUTIONS AND IMPLICATIONS

Theoretical Contributions

This paper investigates the differences of intercultural communication challenges facing employees from the same country when working for "domestic MNCs in host country" VS "foreign MNCs in home country", using in-depth interviews with 48 Chinese employees from 28 above two types of MNCs. This paper extends previous researches on intercultural communication and MNCs in a few ways.

At first, our research studies intercultural communication from the individual lens, i.e. intercultural communication among the employees from different cultures. However, previous researches still emphasize entry modes, transactions and coordination mechanisms within organizations or between organizations (Melin,

1992), and pay little attention to the employees that make up the enterprise and the dynamic operation environment (Shenkar, 2004), except for expatriates (eg: Doucet & Jehn, 1997).

Further, this paper identifies two internal and three external intercultural communication contexts and examines intercultural communication challenges facing Chinese employees from the same country but in different contexts, when they work for "Chinese MNCs in host country" and work for "foreign MNCs in China". The results indicate that intercultural communication contexts and challenging issues, and the strategies used to cope with above challenges in the two types of MNCs, are different significantly. However, existing researches focus on contexts in two or multiple national cultures, and country is a proxy for culture (e.g. Steensma et al., 2000), which neglects subcultures inside a country or an organization (Schaffer & Riordan, 2003). Also, extant literatures more concentrate on single functional business problem such as negotiation, expatriates selection or training (Varner, 2000), but lack integrated discussion on intercultural problems inside and outside the MNCs.

Moreover, this paper finds that the locations of the workplace (i.e. in home country or in host country), the phase of internationalization of the firms and the stage of intercultural sensitivity of Chinese employees result in differences on intercultural communication challenges facing employees from the same country when. The former two factors (i.e. the locations of the workplace and the phase of internationalization of the firms) are derived from the special research context and perspective of the paper. Meanwhile, intercultural sensitivity, as the core of intercultural competence, has been studied much in the area of intercultural communication, but scholars in international business pay little attention to it (Johnson et al., 2006).

In addition, this paper finds that interests, position and culture can pose a combined impact on the intercultural communication challenges. The relationship among them is like an iceberg, with cultural differences revealed and interests and position differences concealed. When the latter ones are considered sufficiently, the former ones will take a back seat. And when the latter ones are neglected, the former ones will be magnified. However, extant researches mainly focus on impacts of cultural differences (Clausen, 2010; Ochieng & Price, 2010), linguistic differences (Peltokorpi, 2010), etc. on intercultural communication challenges.

Implications

Our research findings have practical implications for Chinese MNCs in host countries, Foreign MNCs in China and higher education institutes. These implications aim to enhance Chinese employees' stages of intercultural sensitivity so as to deal with intercultural communication more efficiently.

Implications for "Chinese MNCs in host country"

"Chinese MNCs in host country" not only should improve the intercultural management to build pleasant ambience for intercultural communication, but also should design specialized systematic training projects, rather than "simple application knowledge training" or "communication of experience". This paper offers the following advice for training Chinese employees in "Chinese MNCs in host country":

(1) Training objects: middle and senior managers in Chinese headquarters and expatriates in subsidiaries overseas;

(2) Training content: (i) Intercultural knowledge, including national culture, industry environment, customer behavior, corporate cultures, etc. of target markets, which is a supplement to general cultural system of higher education. (ii) Case studies on intercultural challenges between Chinese and foreign employees, between the employees and local partners, clients and government workers. The materials collected can be made into written cases and video cases for discussion and analysis in the class, with Chinese and foreign employees involved in. (iii) Introduction on mutual impressions between Chinese and foreign employees. Staffs in human resource department can investigate Chinese and foreign employees about their impressions to each others. And then feed back to both sides objectively to enhance mutual understanding.

Implications for "foreign MNCs in China"

Most of "foreign MNCs in China" have formed more thorough intercultural training systems, so the firms should transfer the focus on prompting intercultural competence of the middle and senior managers. This paper proposes the following suggestions for training Chinese employees in "foreign MNCs in China":

(1) Training objects: middle and senior managers in Chinese subsidiaries;

(2) Training content: (i) Introduction on the culture of parent firms, including national culture, corporate culture, foreign expatriates' characters and working habits. (ii) Sending Chinese employees abroad to train and work with middle and senior managers from subsidiaries in other countries, to broaden Chinese employees' international horizons and deepen understanding of globalization strategy of the firms.

Implications for higher education institutes

The internationalization poses a set of challenges to the higher education in countries of the world. The MNCs are in desperate need of talents who are capable in coping with international challenges (Ortiz, 2004; Kedia, Harveston & Bhagat, 2001). However, the internationalization of business increases faster than the internationalization of business schools, so the business schools cannot meet the demands (Ghemawat, 2008; Kwok & Arpan, 2002). Hence, business schools attach importance to internationalization of curricula and cultivation projects, to prepare their students for employment by the MNCs (Crosling, Edwards & Schroder, 2008). We suggest that three basic courses should be involved in the curriculum system of higher education:

(1) Cultures. The students should have a good knowledge of main cultural system in the world, including Chinese traditional cultures, Western cultures and Muslim cultures. Besides, the teachers should put the national cultures into different clusters based on the similarity in advance, and then introduce different characteristics of the cultures, especially the cultures in the workplace, to the students.

(2) Communicative skills. It's a crucial element of the courses to teach how to communicate with people from other cultural backgrounds. Findings in psychological and communicative researches should be involved in.

(3) Foreign languages. Good linguistic ability is an essential premise of efficient intercultural communication. The teachers ought to nurture linguistic abilities of the students, such as speaking, listening, reading and writing, as well as adaption to other languages, rather than ability to pass College English Test.

Limitations and Further Study

We conducted interviews to the exploratory research, but some variables in the study remain further empirical test, like intercultural sensitivity. Besides, we only interview Chinese employees in MNCs, most of who are middle and senior managers. Perhaps, they cannot understand the status of intercultural communication in their firms completely. If foreign employees can be involved in the interview, we can improve the model. Based on the conclusions and limitations, we can facilitate the research from three aspects: (1) to improve the context model of intercultural communication through interview with foreign employees; (2) to conduct empirical studies based on questionnaires with a large sample to refine the model; (3) to design series of courses and training materials on intercultural communication for undergraduates and MBAs, because most of them will step into the society and be members of firms.

APPENDIX

Coding Scheme

We identified the context of a story based on the leading figures involved in the story that the respondents offered. And when coding, we only assigned a context to each story. The inter-coder reliability was assessed using Perreault and Leigh's (1989) index, and the value of the reliability was 0.9507.

- **Intercultural communication context**
  - ✧ Chinese employees in the headquarter (subsidiary) - foreign employees in the subsidiary (headquarter)=1
  - ✧ Chinese employees in the subsidiary - foreign employees in the subsidiary =2
  - ✧ Chinese employees in the subsidiary - government officials in host country =3
  - ✧ Chinese employees in the subsidiary - partners in host country =4
  - ✧ Chinese employees in the subsidiary - clients in host country =5

We only assigned an issue to each story, and the value of the reliability was 0.9695. "Business strategies and tactics" included R&D strategy, HR strategy, supplier selection, marketing strategy, bid strategy, outsourcing strategy, etc. "Internal management mechanism" included HRM, cognitive responsibility, business process management, decision mechanism, plan, implementation, cooperation, meeting, quality controlling, resource allocation, leadership style, protection of trade secretes, etc. "Political issues" included rights restriction (e.g. rights of trades, building factories, investments, visa approvals and tax preference) and responsibilities (e.g. numbers of local employees to be recruited). "Transaction issues" included negotiation, bid, project implementation, project evaluation and payment. "Linguistic issues" meant misunderstanding between Chinese and foreign employees, due to different language background.

- ✧ **Challenging issues**
- ✧ Business strategies and tactics=1
- ✧ Internal management mechanism=2
- ✧ Political issues=3
- ✧ Transaction issues=4
- ✧ Linguistic issues=5

We only assigned a personal coping strategy to each story, and the value of the reliability was 0.9094. "Timely communication" meant communicating with the opposite side in time to solve problems faster and better, when the challenges occurred. "Finding a neutral third party to mediate" meant resolving challenges by superiors or other directors, when challenges happened. "Changing one's communicative patterns and adapting to foreigners" meant seeking for communicative problems and modifying one's communication patterns to adapt to the opposite side. "Showing one's respect, integrity and equality" meant respecting the foreign

employees' cultural habits, keeping honest, and being neither humble nor pushy. "Enhancing one's intercultural knowledge, experience and language" meant enlarging knowledge and experience about macro environment and industrial environment, managerial knowledge of enterprises, customs and practices in relevant countries and regions, and facilitating level of foreign languages. "Compromising" meant yielding to forces that were could not control by oneself.

- **Chinese Employees' Tactics for Dealing with Intercultural Communication Challenges**
  - ✧ Timely communication=1
  - ✧ Finding a neutral third party to mediate=2
  - ✧ Changing one's communicative patterns and adapting to foreigners=3
  - ✧ Showing one's respect, integrity and equality=4
  - ✧ Enhancing one's intercultural knowledge, experience and language=5
  - ✧ Compromising=6

Each firm may choose various strategies to cope with intercultural communication challenges. "Problem-based tactics" meant summarizing experience on treating with communication challenges and forming institutions, and the value of the reliability was 0.8452. Assign Chinese employees overseas" to visit, work or train to improve intercultural communication, and the value of the reliability was 0.9258. Recruit experienced talents and retirees in the industry to take advantage of their technology or relationship network, and the value of the reliability was 0.9636. "Intercultural training" meant specialized language training, experience sharing meeting, training abroad and systematic intercultural training program, and the value of the reliability was 0.8452. "Public relations" included sponsoring public benefit activities, litigation and gray transactions, and the value of the reliability was 0.9258. "Finding a third party to help" meant turn to a third party (e.g. local employees and agents) for help to reduce communication challenges, and the value of the reliability was 0.8864. "Market research" meant examining local markets, customers' characteristics, partners' reputation and local laws to adapt to the uncertainty of the local markets, and the value of the reliability was 0.9258. "Utilizing the offshore company" meant taking advantages of offshore firms to change firms' nature to avoid various restrictions, and the value of the reliability was 0.9636. "Chamber of commerce" meant to exchange internationalized and localized experience in the chamber of commerce, and the value of the reliability was 1.

- **The Firms' Tactics for Dealing with Intercultural Communication Challenges**
  - ✧ Problem-based tactics (yes=1; no=2)
  - ✧ Assigning Chinese employees overseas (yes=1; no=2)
  - ✧ Recruiting experienced talents and retirees in the industry (yes=1; no=2)
  - ✧ Intercultural training (yes=1; no=2)

✧ Drawing on public relations (yes=1; no=2)
✧ Finding a third party to help (yes=1; no=2)
✧ Conducting market research (yes=1; no=2)
✧ Utilizing the offshore company (yes=1; no=2)
✧ Drawing on chamber of commerce (yes=1; no=2)

We only assigned a kind of intercultural sensitivity to each Chinese employee, and the value of the reliability was 0.8292. We identified five phases of intercultural sensitivity, including denial, defense, reversal, acceptance and adaptation, based on previous researchers' classification (Hammer, Bennett & Wiseman, 2003; Hammer, 2011), including denial, defense, reversal, minimization, acceptance, adaptation, integration, encapsulated marginality and cultural disengagement, while minimization, integration, encapsulated marginality and cultural disengagement were not embodied apparently in the texts. "Denial" is the state in which one discriminates other cultures, but considers one's own culture as the only real one, for instance, "the environment here is not so good and it's hard to work on projects with foreigners, so I feel stressful and hard to keep on". "Defense" is the state in which one deem the other culture as a threat and experiences cultural differences with stereotypes, for example, "local agents always boast, so we must be cautious to what they say, so far, much of the expenses we gave to the agents for transactions have been for naught". "Reversal" is the state in which one maintains the other culture is superior to one's own culture, for instance, "Chinese employees are impolite and often interrupt foreign employees' speech in the meeting; I apparently feel that foreign employees are more specialized and professional than Chinese employees in implementing responsibilities and thinking about issues". "Acceptance" is the state in which one considers people from other cultures are different from them, but are equal to themselves, for example, "I believe the foreign employees' low efficiency is closely related to their character, and we are supposed to understand and respect them". "Adaptation" is the state in which one changes one's perception and behavior to adapt to other cultures, according to their cultural experience, for instance, "we spare no efforts to adapt to local managerial patterns in the firm, and listen to the foreign clients' demand for coming to an agreement".

✧ **Intercultural Sensitivity of Chinese Employees**
✧ Denial=1
✧ Defense=2
✧ Reversal=3
✧ Acceptance=4
✧ Adaptation=5

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Insider Vs. Outsider: Choosing Local Market Knowledge Source in the Emerging Market

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ABSTRACT

Since multinational corporations (MNCs) in host countries frequently face location-based disadvantages, local market knowledge acquisition has become an increasingly important topic in the knowledge management literature. Within this research stream, the process of local market knowledge transfer has been widely discussed. However, the issues of the source (especially the internal and external sources) for MNCs to obtain local market knowledge have not been well studied, especially in the emerging market context. Also, the consequence of choosing a local market knowledge source, which interests practitioners more, is rarely appeared in the literature.

This study aims to be the first conceptual paper discussing both antecedents and outcomes of choosing either inside or outside local market knowledge source in the emerging market context. The framework we propose, using MNCs as the unit of analysis, includes both micro-environmental factors (organizational culture and the home market performance of MNCs) and macro-environmental factor (the openness of the economic system in the emerging market) that impact the local market knowledge source choice (insider or outsider) of MNCs. In addition, we discuss how the extent of the environmental turbulence (especially market turbulence) in the emerging market moderates the relationship between either inside or outside local market knowledge source and the performance of MNCs in the emerging market**.**

We believe our framework is a parsimonious and systematically clear way of explaining what is actually a complicated phenomenon and we hope that this paper provides a conceptual framework, which stimulates subsequent empirical studies.

INTRODUCTION

Since multinational corporations (MNCs) in host countries frequently face location-based disadvantages, local market knowledge acquisition has become an increasingly important topic in the knowledge management literature. Within this research stream, the process of local market knowledge transfer has been widely discussed. For examples, Makino and Delios (1996) argued that the need for cooperating with a local partner to acquire local market knowledge decreases as MNCs' experience in a host country increases. Lord and Ranft (2000) claimed that both nature of local market knowledge itself and differences in organizational structures significantly influence the extent of MNCs' internal transfer of local market knowledge.

Different from the process of local market knowledge transfer, the issues of the source (especially the internal and external sources) for MNCs to obtain local market knowledge have not been well studied. Though scholars did have spent a lot of efforts on evaluating both inside and outside knowledge sources (e.g. Athos and Pascale, 1981; Brewer, 1979; Katz and Allen, 1982; Menon and Pfeffer, 2003), there is still no consensus about which knowledge source is more preferred and few of these studies specifically focus on "local market knowledge source", let alone discuss this issue in the emerging market context. Also, the consequence of choosing a local market knowledge source, which interests practitioners more, are rarely discussed (e.g. Chung, Rogers, Lubatkin, and Owers' 1987 research investigated how the financial performance of a firm influences its decision of hiring a new CEO from internal or external source without discussing the subsequent outcome of that choice).

This paper aims to be the first conceptual paper discussing both antecedents and outcomes of choosing either inside or outside local market knowledge source in the emerging market context. In order to accomplish this goal, the framework we present, using multinational corporations (MNCs) as the unit of analysis, includes both micro-environmental factors (organizational culture and the home market performance of MNCs) and macro-environmental factor (the openness of the economic system in the emerging market) that impact the local market knowledge source choice (insider or outsider) of MNCs. Furthermore, we discuss how the extent of the environmental turbulence in the emerging market moderates the relationship between either inside or outside local market knowledge source and the emerging market performance of MNCs.

The rest of the paper is organized as follows. First, we review relevant literature on knowledge management and insider vs. outsider, and briefly define organizational culture and the emerging market. Second, theories are used to build a conceptual framework from which propositions are developed. Finally, we present our conclusions and some implications are discussed.

LITERATURE REVIEW

The research questions of this study is how the organizational culture and home market performance influence MNCs' choice of local market knowledge source (insider or outsider) when they enter emerging markets and what will be the consequence of that choice. Obviously, knowledge, source, organizational culture, and emerging markets are four major components of above research questions. In order to facilitate our discussion, we think it is necessary to review knowledge management and insider vs. outsider literature and define organizational culture and the emerging market first which can reprove the existence of research gaps we mentioned in the introduction and serve as the base to develop propositions in the later part of this paper.

Knowledge Management

Knowledge management has been an increasingly important topic among researchers over the last few years. Some scholars even predict that the winners in tomorrow's market will be the masters of knowledge management (Arthur, 1996; Nonaka and Takeuchi, 1995). In this filed of literature, knowledge transfer process is no doubt a main subtopic. With regard to the process of knowledge transfer, literature can be divided into two dimensions: intra- and inter-organizational knowledge transfer.

Within a company, knowledge transfer provides great opportunities for units to learn mutually and cooperate with each other and it helps a firm to stimulate the creation of new knowledge and contribute to each unit's ability to innovate (e.g. Kogut and Zander, 1992; Tsai and Ghoshal, 1998). Thomas-Hunt, Ogden, and Neale's research (2003) found that socially isolated members participate in discussions and express their unique knowledge more than do socially connected members. Socially connected members emphasize more on the unique knowledge contributions of the socially isolated members than on those of their socially connected other, but more favorably evaluate their socially connected other's contributions than socially isolated members'. In addition, perceived experts are more likely to share their knowledge with other members and respect other member's unique knowledge contributions than non-experts. Tsai's empirical study (2001) revealed that companies' units which have

higher absorptive capacity can produce more innovations and enjoy better performance if they are in the central network positions because of their easy access to new knowledge developed by other units. The nature of knowledge being transferred also plays a critical role in the knowledge transfer process. Szulanski (1996) argued that the major barriers to internal knowledge transfer are mostly knowledge-related factors such as the recipient's lack of absorptive capacity, causal ambiguity, and an arduous relationship between the source and the recipient.

Since the knowledge transfer process within an organization is far from trivial in the literature, it is clear that knowledge transfer occurring in an inter-organizational setting should be more complicated. Wang, Tong, and Koh (2003) developed a two-stage model describing the knowledge transfer process from MNCs to their subsidiaries and argued that parent company's expatriate competencies and willingness to transfer knowledge and subsidiary's capacity and intent to acquire knowledge influence the result of the knowledge transfer. Except in acquisitions there have been a lot of efforts spent on studying knowledge transfer within a single company, in alliances and JVs, and between independent firms (Bresman, Birkinshaw, and Nobel, 1999). One of the few studies on knowledge transfer in acquisitions is conducted by Bresman, Birkinshaw, and Nobel (1999). Their results showed that imposed one-way knowledge transfer from the acquirer to the acquired characterizes the immediate post-acquisition period. Though the quantity is low, service industries are also investigated in the literature. Grosse (1996) examined the knowledge transfer process from parent companies to foreign affiliates in five service industries and found that two major forms of knowledge transfer in service industries are training and expert transfer, and higher ownership percentage of parent firms in affiliates leads to greater knowledge transfer from parent firms to affiliates. There are some country-comparison studies. One of the examples is Kotabe, Martin, and Domoto's empirical research (2002) which found that relationship duration between buyer and supplier in both Japanese and American automotive industries does not affect small-scale technical exchange, but higher-level technology transfer.

In agreement with what we mentioned in the introduction, knowledge transfer process, which includes local market knowledge transfer, has really been well studied by scholars. However, it is obvious that the issues of local market knowledge source, which is one of the important strategic decisions for MNCs' entering emerging markets, have not been the main focus for a long time.

Insider vs. Outsider

Though scholars have conducted many studies on inside and outside knowledge sources, there is still no consensus about which knowledge source is more preferred and few of these studies specifically focus on "local market knowledge source." Obviously, scholars in this research stream can be labeled as either advocator for insider or advocator for outsider.

Advocator for Internal Knowledge Source

Katz and Allen (1982) argued that the "not-invented-here" (NIH) syndrome represents one of the most important reasons why companies should go for internal knowledge source, because there is a bias against ideas from the outside. Usually, managers in the same organization stick together in closely knit in-groups and they perceive internal knowledge as superior to external knowledge. Apple Computer in the early 1990s serves as a good example about this phenomenon. Managers rejected good external ideas and lived in what was widely known as their own "reality distortion field" (Burrows, 2000, p. 102). One of the few studies that compared inside and outside knowledge transfer in multiunit companies found that organizational units benefit more from the internal knowledge than from the external knowledge (Darr, Argote, and Epple, 1995). However, we need to know that transferring knowledge is not the same as valuing it. In other words, though availability increases the ease of communication between insiders which makes internal knowledge may be transferred more often than external knowledge (Darr, Argote, and Epple, 1995), it does not mean that internal knowledge is better than external knowledge.

Advocator for External Knowledge Source

Although the theories of in-group favoritism and out-group derogation seem like supporting the NIH syndrome well (e.g. Brewer, 1979), what happened in practice frequently contradicts it. For example, US corporations and writers adored Japanese management practices a lot in the 1980s (e.g. Athos and Pascale, 1981). Managers often perceive the analysis of outside consultants more valuable than suggestions provided by inside employees, even when they both bring to an end saying the same thing (Menon and Pfeffer, 2003). Studies of inter-organizational diffusion also revealed that firms frequently transfer knowledge, strategy structures, and management practices from outsiders (e.g. Burt, 1992; Davis, 1991; Haunschild, 1993; Haveman, 1993; Mizruchi, 1992) even to the point of pursuing managerial fads and fashions (Abrahamson, 1996).

Broad preference for external knowledge in practice brings scholars to study why it looks like outside knowledge source is more preferred than inside knowledge source. They found some possible explanations for this phenomenon. For example, organizational boundaries separate an arena within which competition for promotions, status, and salaries occurs. There is a small incentive for people to adopt an insider's knowledge, because they often cannot get a lot of personal self-enhancement instead face the prospect of legitimating a direct competitor for organizational rewards. Adversely, managers are motivated to learn from competitors because they fear being outcompeted in the marketplace, and they can learn and borrow without facing the status costs of validating a direct competitor (Menon and Pfeffer, 2003).

Another explanation is though the relative availability of internal knowledge makes it easy to be transferred (Cyert and March, 1963), availability can simultaneously reduce its valuation. On the other hand, the relative difficulty of transferring external knowledge makes it scarce and unique, which increases its perceived value (Cialdini, 2001). Moreover, the flaws of internal knowledge are more visible because they can be examined more closely. In contrast, managers cannot scrutinize the ideas of outsiders as closely as they can for the inside knowledge, so the flaws of external ideas are less visible until such ideas are brought inside and actually implemented (Menon and Pfeffer, 2003).

Organizational Culture

The definition of organizational culture is diverse. According to Hellriegel, Slocum, and Woodman (1995, p. 466), "organizational culture represents a complex pattern of beliefs, expectations, ideas, values, attitudes, and behaviors shared by the members of an organization." However, Hofstede (1997) argued that though in the management literature organizational culture has often been presented as a matter of values (e.g. Peters and Waterman, 1982), this type of definition causes confusion because the values of founders and those of the employees are not distinguished in the literature. "Founders and leaders create the symbols, the heroes and the rituals that constitute the daily practices of the organization's members. However, members have to adapt their personal values to the organization's needs, to a limited extent only…The values of employees cannot be changed by the employers, because they were acquired when the employers were children" (P. 490). Though different definitions of organizational culture are gave by Hofstede and other management researchers, there is still some consensus among them, which is organizational culture, rather than national culture, is manageable.

In this paper, we adopt Hofstede's definition (1997). It means five dimensions of organizational culture: process versus result-oriented, job versus employee-oriented, professional versus parochial, tightly versus loosely-controlled, and pragmatic versus normative will be included in our discussion. We will further define these dimensions later in the proposition part.

Emerging Market

According to Hoskisson, Eden, Lau, and Wright (2000), emerging markets are markets that are growing fast economically but structurally volatile in the course of economic liberalization and transformation. Some example markets are Russia, China, Brazil, South Africa, and etc. MNCs may be interested in the promise of fast growing emerging markets, but they need to be cautious when evaluating potential investments there. In fact, emerging-market investments are exposed to additional risks, including accelerated inflation, exchange rate fluctuations, adverse repatriation laws and fiscal measures, and macroeconomic and political distress. These risks definitely call for a different approach to invest in the emerging market (Goedhart and Haden, 2003).

CONCEPTURAL FRAMEWORK AND PROPOSITIONS

Organizational Culture and MNCs' Local Market Knowledge Source Choice

There are actually six dimensions of organizational culture in Hofstede's definition (1997). However, we exclude one dimension, open system versus closed system cultures, because it is tautological to discuss it in the proposition (By definition, open system culture is a culture which prefers external communication; closed system culture is a culture which prefers internal communication).

Process-oriented culture is dominated by technical and bureaucratic routines and result-oriented culture is dominated by a common concern for outcomes (Hofstede, 1997). This dimension can be seemed as concerning the culture's degree of homogeneity. In process-oriented culture, members of MNCs perceive their work in about the same way. However, in resulted-oriented culture, everyone looks at his or her practice differently. Compared to inside local market knowledge, outside local market knowledge is usually more different than MNCs' existing knowledge and is easier being accepted by result-oriented culture. Thus,

P1a: MNCs with result-oriented organizational culture will acquire more outside local market knowledge than MNCs with process-oriented culture do

Job-oriented culture assumes that the only responsibility for employees is their job performance. On the other hand, employee-oriented culture assumes a broad

responsibility for companies, which is their employees' well-being (Hofstede, 1997). In order to take care of its employees first, internal local market knowledge will have priority to be accepted in employee-oriented culture since employees whose suggestions being adopted will be rewarded. Thus,

P1b: MNCs with job-oriented organizational culture will acquire more outside local market knowledge than MNCs with employee-oriented culture do

In the company with professional culture, members primarily identify themselves with their profession. On the other hand, members in the parochial-culture company derive their identity from the organization where they work (Hofstede, 1997). Since external local market knowledge is definitely from units outside the walls of MNCs, MNCs with parochial culture is less likely to accept local market knowledge provided by outsiders. Thus,

P1c: MNCs with professional organizational culture will acquire more outside local market knowledge than MNCs with parochial culture do

The dimension of tightly versus loosely controlled culture deals with the degree of formality and punctuality within the company. Tightly controlled culture is more formal and regular than loosely controlled one (Hofstede, 1997). Since internal local market knowledge usually follows a MNC's old thinking process, it is more likely for a MNC with tightly controlled culture to accept it. Thus,

P1d: MNCs with loosely controlled organizational culture will acquire more outside local market knowledge than MNCs with tightly controlled culture do

Pragmatic culture is more flexible of dealing with the environment, in particular with customers than normative culture is. Thus, external local market knowledge is more likely to be accepted by a MNC with a pragmatic culture.

P1e: MNCs with pragmatic organizational culture will acquire more outside local market knowledge than MNCs with normative culture do

Home Market Performance of MNCs and MNCs' Local Market Knowledge Source Choice

There is an agreement among scholars that bad-performance companies often need to hire outside CEOs because they are more likely to be able to change existing strategies and values that caused the current problems than insiders. The reason is that outsiders are able to take decisive action to turn around a bad situation, while insiders are probably to be slow in recognizing the urgency of current problems and may pursue the old strategies that are no longer effective (Chung et al., 1987). The

same logic can be applied to MNCs' choice of local market knowledge source in the emerging market. MNCs with worse home market performance are more likely to acquire outside local market knowledge since they have lost their confidence on their own knowledge source. It is worthy to note that though in Chung et al.'s study (1987) they measured corporate performance by measuring changes in profitability and stock price, in this paper either home or emerging market performance of MNCs is a general concept due to its theoretical nature. In other words, the market performance of MNCs can refer to financial, marketing, or both performances. Thus,

P2: MNCs with worse home market performance will acquire more outside local market knowledge

The Moderating Effect of Openness of the Economic System in the Emerging Market

According to Tellis, Stremersch, and Yin (2003), *openness of the economic system in the emerging market* could be defined as the extent to which the market is involved in international trade. Since the definition of emerging markets is not clear compared to those of developed or newly industrial countries (Glen, Lee, and Singh, 2003), the variance of the countries categorized in the emerging market is large. So, some emerging markets involve more in international trade than others (Goedhard and Haden, 2003). Since emerging markets which involve more in international trade have greater opportunities to communicate and learn mutually from developed countries, they know the importance of establishing governmental or private mechanism which can attract and help foreign companies' businesses to and in their markets (Goedhard and Haden, 2003). So, in these markets, it is easier for MNCs to get external local market knowledge. Adversely, in the closer economic system, even MNCs want to access outside local market knowledge, they cannot do it due to the lack of availability. Thus,

P3: More open the economic system in the emerging market is, the easier for MNCs to access outside local market knowledge

The Moderating Effect of Environmental Turbulence in the Emerging Market on the Relationship between MNCs' Local Market Knowledge Source Choice and Their Emerging Market Performance

The choice of local market knowledge source constitutes the basic ingredients of emerging market performance of MNCs (Sheremata, 2000; Van de Ven, 1980, 1986). This link is based on the resource-based view of the firm (Barney, 1991). Per this view, the choice of local market knowledge source is intangible and higher-order

capability that enables a firm to perform critical activities better than its competitors. Doing business in developed countries is totally different from doing it in the emerging market. Like what Goedhart and Haden mentioned (2003), emerging-market investments are exposed to additional risks, including accelerated inflation, exchange rate fluctuations, adverse repatriation laws and fiscal measures, and macroeconomic and political distress, and these risks definitely call for a different approach to investment. Because of these risks or differences, MNCs cannot totally control the trend in the emerging market and need to depend more on local partners, which have more accurate local market knowledge.

By acquiring external local market knowledge, the choice of outside local market knowledge may promote faster learning and competence development of MNCs in the emerging market. This learning may enhance the development of knowledge of customer requirements. Further, the choice of external local market knowledge makes it likely that MNCs will introduce products, which contain ideas about market that may be more advanced than what competing products have. Thus, MNCs able to acquire a large amount of external local market knowledge faster is more likely to get high-quality knowledge that allows MNCs to solve problems associated with the performance requirements of customers such as reliability and durability, and to do so in a timely manner. It follows that external local market knowledge in the emerging market increases MNCs' market performance (Brown and Eisenhardt, 1995).

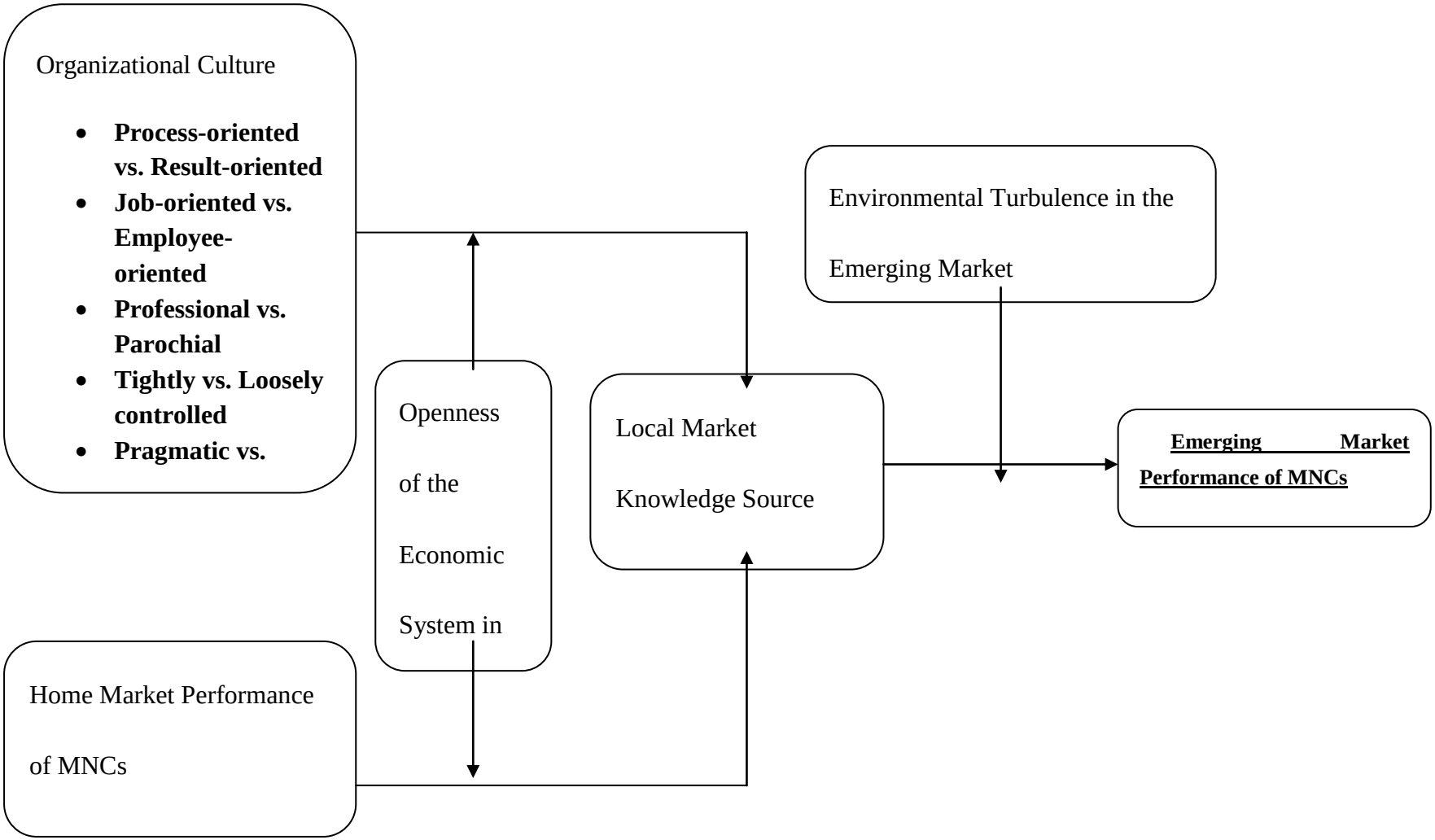
P4: MNCs which acquire more local market knowledge from external source will have better emerging market performance

In most of the cases, a MNC having the ability to introduce a new product meeting more customer expectations than its competitors has greater opportunity to win the market. However, these cases may not be true anymore under the emerging market. As we mentioned before, it is more complicated for MNCs operating in the emerging market than in the developed or newly industrial countries, because emerging markets have different attributes, and usually we call these differences "environmental turbulence." *Environmental turbulence* includes technology and market turbulences. Technology turbulence is defined as the rate of change associated with new product technologies, and market turbulence is defined as the rate of change associated with the composition of customers, customer preferences, and competitor strategies (Jaworski and Kohli, 1993). In this paper, because we are looking at local market knowledge, we just take market turbulence into account. So, the contribution of external local market knowledge to MNCs' emerging market performance becomes

depending on the amount of turbulence in the emerging market. The moderating impact of turbulence exists in these markets because learning processes take MNCs time to adjust to changes in the environment. In other words, in turbulent environments, identifying customer needs and translating them into technical specifications become more complex. Even companies with satisfying new product, their advantages will be offset as quickly as customer composition, customer preference, and competitor strategies change. With these turbulences, MNCs' market performance will be negatively moderated even they have better ideas of customers in the emerging market. Thus,

P5: Proposition 4 will be negatively moderated by the market turbulence in the emerging market

Figure 1: Framework of Antecedents and Outcomes of Local Market Knowledge Source Choice in the Emerging Market



IMPLICATIONS AND CONCLUSIONS

Organizational culture is "manageable" because it is composed of practices rather than value (Hofstede, 1997). So, giver that outside local market knowledge source is more useful for MNCs entering turbulent environments, senior managers should try to make their companies' organizational culture more result-oriented, job-oriented, professional-oriented, loosely-controlled, and pragmatic which are more suitable for acquiring outside local market knowledge in the emerging market. It is worthy to reemphasize the importance of conducting accurate and comprehensive host market research before MNCs decide to enter foreign markets, because the extent of environmental turbulence of these unfamiliar markets can unexpectedly damage a good product's market performance.

Consistent with its purpose, this study develops a more complicated (including both micro- and macro-environmental antecedents and specially discussing the performance variable), yet more refined understanding of MNCs' choice of local market knowledge source. Also, different from previous work, this study focuses on the emerging market context characterized by turbulent environments. All of these contributions make this paper represent a worthwhile extension of the research published to date.

We believe our framework is a parsimonious and systematically clear way of explaining what is actually a complicated phenomenon. However, it will not be surprising that some scholars critique this study of not taking all possible influences into account. For examples, individual decision makers' characteristics (e.g. educational background) and market conditions (e.g. the degree of competition in the marketplace) might impact MNCs' choice of local market knowledge source (Menon and Pfeffer, 2003). Moreover, the correlation between the home market performance of MNCs and their host market performance could be high which impedes the accuracy of our propositions about the relationships among local market knowledge source, host market performance, and environmental turbulence. Further research needs to be done to make this framework more comprehensive and special attention should be paid to the correlation problem between MNCs' home and host market performance. In addition, though we assume the "choice" reflects a firm's "preference" for a certain knowledge source, the differentiation between these two

concepts should be delineated. Sometimes a knowledge source could be preferred but finally not be chosen by a company because of availability or other reasons. This topic is not included in this paper but should be discussed by scholars in the future.

In conclusion, we believe that local market knowledge source choice has considerable potential for further research. There is a need for empirical tests of local market knowledge source choice and more detailed examination of the concepts and relationships we present in this paper. We hope that this paper provides a conceptual framework, which stimulates subsequent studies.

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Consumer Choice of Private Hospital in South Africa: The Role of Branding in Purchase Criteria

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ABSTRACT

The private healthcare group in South Africa is dominated by the three major hospital brands Netcare, Mediclinic and Life healthcare. It is important therefore to understand the factors that affect patient choice of private hospital, and the relative importance of hospital branding on patient choice.

Quantitative methodology was used, with a survey questionnaire completed by a convenience sample of 186 respondents. Factor analysis identified 5 factors affecting patient choice of private hospital: hospital branding, physician recommendation, staff attitude, functional decision criteria, and quality of service of the available offering. Hospital branding came out as the factor with the highest eigen value and accounted for the majority of the variance explained by the variables.

Therefore hospital managers should incorporate these factors into improving the service to their patients and should recognise the importance that branding plays within the private healthcare sector.

Keywords: Branding, Consumer Choice, Private Hospital, South Africa

Introduction

The South African private hospital sector is dominated by the 3 largest Private Hospital Groups Netcare, Life Healthcare and Mediclinic, they control 77% of the private hospital beds in the country (McIntyre, 2010). There are 28,361 private hospital beds in 201 private hospitals in South Africa (McIntyre, 2010); the population that is serviced by the private healthcare sector is said to be as high as 10 million (Henderson, 2008).

The private hospital groups have strong corporate branding. This is illustrated by Netcare being recognized as one of the top South African healthcare brands, in the healthcare facilities section of Top Brands (Sunday Times/Markinor Annual Top Brands Survey, 2008). It has been shown that a positive hospital brand image increases a patient's revisit intention and patient loyalty (Wu, 2011). Therefore a positive hospital brand image is important for loyalty and revisit intention, but what makes the patient choose the hospital in the first instant?

There is currently limited research in South Africa describing the factors that affect patient's choice of hospital in the private hospital sector. Most of the research either seems to focus on factors influencing patient's choice of hospital in general (Lane and Lindquist, 1998) or the factors that influence choice between private or public hospitals (Yeung, 2003; Alaba and Koch, 2007; Srivastava and Zhao, 2008). From a previous study 7 factors were identified that affect a patient's choice of hospital, which were care, staff, physical facilities, clientele, experience, convenience and the institution (Lane and Lindquist, 1998).

Consequently, the research problem was to determine the factors that affect patient choice of hospital in the South African private hospital setting, and the relative importance of hospital branding on patient's choice.

Literature Review

Factors affecting patient choice of hospital

Understanding the reasons why patients make their decisions when choosing hospitals may explain how hospitals can compete for patients and may increase the service these hospitals provide and allow then for increased profitability (Roh and Lee, 2005).

Lane and Lindquist (1998) identified 14 factors that affect patient's choice of hospital, which have been consolidated into 7 general factors: care, staff, physical facilities, clientele, experience, convenience and the institution, as illustrated in Table 1. The most important factor identified by patients was care and this included the overall quality, completeness of the service and the cost of the service (Lane and Lindquist 1998).

Table 1: Factors affecting patient choice of hospital

The factor affecting choice	The composition of each factor
Care	• Quality of care. • The completeness of the service. • Cost.
Staff	• Quality. • Attitudes or courtesy of staff.
Physical facilities	• Equipment and available technology. • Cleanliness. • Surroundings or environment.
Clientele	• Feelings towards hospital staff. • Desire for personal acceptance or attention. • Access to facility, restricted by health insurance.
Experience	• Prior use of facilities. • Recommendations from physician, family or friends.
Convenience	• Convenient Location.
Institutional	• Reputation of institution • Conservative or modern institution.

Source: (Lane and Lindquist, 1998).

The factors that affect choice of hospital can also depend on the type of service the patients require (Akinci, Esatoğlu, Tengilimoglu and Parsons, 2004): general care services, specialised care services, or emergency care services. The perceived quality of healthcare services has been shown to have a greater influence on patient behaviours, which include satisfaction referral and usage, compared to other factors such as access and cost (Suki, Lian and Suki, 2009). Measuring the quality of medical services has a number of benefits as it allows patients to make informed decisions about provider selection; it also helps the healthcare providers as they can identify areas that need improvement (Suki et al., 2009). Medical care quality indicators include the aesthetics of the environment, staff appearance, relationships and the timeliness of the service (Suki et al., 2009).

In the UK, Dixon et al (2010) identified the following factors that influence

patients' choice of hospital, in order of importance: cleanliness, quality of care, standard of facilities, organisation of clinic, and hospital reputation.

A study done in Turkey on the factors affecting patient choice of hospital showed that the following factors were important: the proximity to the hospital, the technology available and access to health insurance (Akinci et al., 2004). Roh and Lee (2005) identified three factors as influencing patient choice of hospital, when choosing a facility based on hospital ownership: hospital characteristics, patient conditions, and individual characteristics. Table 2 shows a consolidated version of the factors affecting patient choice of hospital:

Table 2: Consolidated table of factors affecting patient choice

Factors	Composition of each from the literature review
Care	• Quality of care (Lane and Lindquist, 1998, Dixon et al, 2010) • Completeness of service (Lane and Lindquist, 1998) • Cost (Lane and Lindquist, 1998).
Staff	• Quality (Lane and Lindquist, 1998) • Attitude of staff (Lane and Lindquist, 1998).
Physical facilities	• Equipment and available technology (Lane and Lindquist, 1998; Akinci et al., 2004, Dixon et al, 2010) • Cleanliness (Lane and Lindquist, 1998, Dixon et al, 2010)) • Surroundings and environment (Lane and Lindquist, 1998).
Clientele	• Feelings towards hospital staff (Lane and Lindquist, 1998) • Desire for acceptance (Lane and Lindquist, 1998) • Access to facility restricted by health insurance (Lane and Lindquist, 1998; Roh and Lee, 2005).
Experience	• Prior use of facilities (Lane and Lindquist, 1998) • Recommendations from family, friends or physicians (Lane and Lindquist, 1998) • Severity of patient condition (Roh and Lee, 2005) • Length of hospital stay (Roh and Lee, 2005)

Convenience	• Convenient location (Lane and Lindquist, 1998) • Proximity to residence (Akinci et al., 2004).
Institutional	• Reputation of institution (Lane and Lindquist, 1998, Dixon et al, 2010) • Conservative or modern institution (Lane and Lindquist, 1998) • Ownership status (Roh and Lee, 2005) • Hospital size, number of beds (Roh and Lee, 2005) • Number of healthcare services available (Roh and Lee, 2005).

This leads us to our *First Proposition*: Factors that affect patient choice of private hospital in South Africa include: convenience, physician recommendation of the facility, reputation and image of facility, access to medical aid.

The Marketing of Healthcare

There is increasing competition within the healthcare market and this market is therefore undergoing a transition from a service providers dominance to a service seekers dominance (Bhangale, 2011). According to Bhangale (2011), in the marketing of healthcare the key elements are: knowledge management, customer relationship management (CRM), brand image building, and internal marketing. Kim et al (2008) studied hospital marketing in Korea, where legislation prohibits hospitals from advertising, and found that the hospitals depend heavily on CRM to build brand equity.

Branding and the choice of hospital

Corporate branding is a manifestation of the features that allow consumers to distinguish an organisation from its competitors, and provides credibility and trustworthiness to organisations (Abratt et al., 2011). It has been shown from a previous study that hospitals profit from successful Public Relations work (Leister and Strausberg 2007). The focus of hospital's management should be around the quality of the hospital experience. This would include both the experience of the patient's and visitors. It has been shown that superior quality experiences improves the hospital reputation and therefore return to that facility (Leister and Strausberg 2007).

Another study showed that image and reputation of the hospital played an important role in choice of hospital facility (Akinci et al., 2004). An area that must be considered when dealing with medical facilities is that the image is important, but this image must be aligned with the ability of the organisation, otherwise the perceived positive image has no effect (Akinci et al., 2004).

Kim et al (2008) identified five factors that influence how brand equity is built through successful customer relationships: trust, customer satisfaction, relationship commitment, brand loyalty, and brand awareness. Kumar, Dash and Purwar (2013) studied the effect of brand experience on hospital brand equity in India, and found that the brand experience dimensions (sensory, affective, behavioural and intellectual) positively influenced the brand equity dimensions. A healthcare service is high in credence attributes, because even after the consumption of this service its performance cannot be judged, and it is associated with high perceived risk. Positive brand experiences will address this and also drive brand equity (Berry, 2000).

The reputation, image and the perceived quality of care (Akinci et al., 2004; Leister and Stausberg, 2007) all play an important role in the choice of hospital. The reputation and image of a hospital can be affected by the perception of the hospital brand.

This leads us to our *Second Proposition*: Hospital branding is an important consideration in patient choice of private hospital.

Research Methodology

A quantitative methodology was used to generate data to provide answers to the research propositions. Data were collected through a survey, using a structured questionnaire containing 20 questions, developed from a qualitative survey of 5 respondents, with responses on a 1 – 5 Likert scale. Questionnaires were distributed to a convenience sample of 200 patients in two private hospitals, and 186 completed questionnaires were returned, giving a high response rate of 93%. Data was analysed using exploratory factor analysis, retaining factors with eigen values greater than 1, as well as confirming significance through a scree plot test (MacDonald, 2005). Validity

and reliability were addressed through pilot testing of the questionnaire, and ensuring a sufficiently large sample size.

Main Findings

The factor analysis of the 186 completed questionnaires is given in Table 2 below:

Table 2: Factor Analysis: Eigen values and cumulative and variable percentages

Factors	Eigen values	Individual	Cumulative
1	6.1769	51.71%	51.71%
2	2.1159	17.71%	69.42%
3	1.3645	11.42%	80.84%
4	1.0786	9.03%	89.87%
5	1.0001	8.37%	98.25%
6	0.6794	5.69%	103.93%
7	0.6459	5.41%	109.34%
8	0.2202	1.84%	111.18%
9	0.0725	0.61%	111.79%
10	0.0316	0.26%	112.05%

Factors with an eigenvalue of greater than 1 were used to determine the number of factors, giving a five factor solution. Factor loadings of statements greater than 0.4 were included to determine the factor (Hair et al, 2010), after a Harris-Kaiser Rotation, the results are shown in Table 3 below:

Table 3: Factor loadings after Harris-Kaiser rotation

Factor loadings after Harris-Kaiser rotation					
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
Q. 16	0.7866	0.0337	0.0515	0.0638	-0.1447
Q. 13	0.6715	-0.1146	0.0315	-0.1054	-0.0050
Q. 19	0.5102	-0.0557	-0.1109	-0.0228	0.2683
Q. 4	0.4323	-0.1311	0.1853	0.0379	0.1538
Q. 20	0.4170	0.1154	-0.0718	-0.0055	0.2638
Q. 10	-0.0815	0.8696	0.0495	-0.0097	0.0333
Q. 8	0.0691	0.6093	-0.1824	-0.0017	-0.0341

Q. 9	**0.1089**	**0.4445**	**0.1202**	**0.0781**	**-0.0184**
Q. 3	**0.0923**	**-0.1139**	**0.6485**	**0.0073**	**0.1310**
Q. 7	**0.0435**	**0.2792**	**0.5795**	**0.0506**	**-0.0457**
Q. 11	**0.2302**	**0.1815**	**-0.4317**	**0.1323**	**0.0744**
Q. 6	**-0.0140**	**0.0646**	**-0.0446**	**0.7348**	**0.0218**
Q. 14	**0.0498**	**-0.1965**	**0.1101**	**0.5324**	**-0.0092**
Q. 5	**-0.0381**	**0.0565**	**0.0811**	**0.3640**	**0.0347**
Q. 15	**-0.1661**	**-0.0138**	**0.1290**	**0.0574**	**0.6069**
Q. 17	**0.0880**	**0.0657**	**-0.0315**	**-0.0767**	**0.4903**
Q. 18	**0.1955**	**0.0166**	**-0.1876**	**0.1346**	**0.3400**

Factor 1 – The statements that loaded on to Factor 1 related to the brand or reputation of the hospital, and the importance when deciding on which facility should be used, and consequently this factor is termed *'Hospital Brand'*.

Factor 2 – The statements that load onto this factor are statements involving hospital recommendations by family doctors, hence this factor is termed *'Physician Recommendation'*.

Factor 3 – The statements that load onto this factor refer to the attitude of the staff, and hence is named *'Staff Attitude'*.

Factor 4 – The statements here deal with the proximity of the hospital, whether it is an emergency or elective visit, and whether the patient has a medical aid, and is named *'Functional Decision Criteria'*.

Factor 5 – The statements loading here are concerned with the quality of the service and the offering available at different hospitals, and is named *'Quality of Service and the Available Offering'*.

The research findings are compared with the literature review in Table 4 below:

Table 4: Comparison between Research Findings and Literature Review

Literature Review	Research Findings
Convenience	F4: Functional decision criteria
Physician Recommendation	F2: Physician recommendation
Reputation and image of facility	F1: Hospital branding
Access to medical aid	F4: Functional decision criteria
Past experience	**Not Found**
Not Identified	F3: Staff attitude
Not Identified	F5: Quality of service and the available offering

Most of the factors identified in the literature were found in this research. However, 'Past experience', identified by Lane and Lindquist (1998), Akinci et al (2004) and Kumar et al (2013), was not found in the research, which could indicate a factor less important than others (e.g. type of offering) as the relevant statements did not load on a factor, or less frequent usage of hospital facilities. Two new factors, Staff attitude and Quality of service offered, were however identified by this research. The former could be an influencing factor in the Reputation and image of the facility, and hence included in the 'Hospital branding' factor indirectly, or could be a critical differentiating factor in South Africa versus in other countries where staff attitude is much better. 'Quality of care' was identified by Dixon et al (2010) as a factor, but not linked to the available offering, but perhaps also indirectly affects the reputation and image of the facility.

Consequently, Proposition 1: Factors that affect patient choice of private hospital in South Africa include: convenience, physician recommendation of the facility, reputation and image of facility, access to medical aid, is therefore *partially supported*.

Hospital branding was found to be the most important factor with the highest eigenvalue, and hence Proposition 2: Hospital branding is an important consideration in patient choice of private hospital, is *supported.*

Conclusions

The hospital groups need to realise that branding their facilities in the appropriate way is an important element when formulating their marketing strategy. It is an element that allows patients to establish a level of trust with the brand and trust is an important element in the healthcare environment. The branding needs to be consistent throughout all the facilities associated with one hospital group. The message that is

delivered by a specific hospital brand will blanket all the facilities associated with that brand, and therefore there needs to be consistency in the message and an integrity that is established within the community. Communications to physicians to ensure recommendations are critical, as is the training of and internal marketing to staff to ensure a positive attitude from these brand ambassadors, which will impact the quality of service offered.

Further research needs to be conducted in other hospitals and geographic areas, to confirm the results, and possibly generalise the results with a larger sample size. In addition, qualitative research could be conducted to provide greater depth in the perceptions of respondents and their differences, and to provide further guidance to hospital groups in the building of their brands.

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Understanding The Consumer Inferences Concerning The business Ethical Bases in Chinese Milk Scandal

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INTRODUCTION

Human being, in root, possesses basic values on ethic and judgment. However, the application of 'right' things may not be easy. Ironically, capitalism contributes to the birth of "rational economic man" which downgrades behaviour of individuals, including those at management, to mere materialistic self-orientation (Griffiths, 1995). Unfortunately, some unethical conducts are chosen by companies in order to obtain greater profits. There is correlation between rewards or gains can be reaped from unethical conduct or threats of not complying with collective 'grey lies' with the likelihood of people to take greater ethical risks and thus the pragmatic approach of sacrificing ethics in light of gains or flight from threats is more likely to be morally sound.

Griseri and Groucutt (1996:20) put this issue in stark terms when they observed: "If the organization is at risk doesn't it make sense to make it secure, even at the cost of some of the niceties of ethics? If there's no operation left, there's no chance for any ethical action in the future. Better a necessary evil now which the organization can clean itself up later than go bankrupt." Many people apparently adopted this view—that the salient situational factor was financial risk and the survival of the company. Others felt that considerations of fairness and unfairness in the business decision-making process should be related to the fundamental idea of respect for persons, rather than corporations. In terms of equity theory (Adams, 1963), unethical business behaviour can ultimately be characterised as short-term gain for the organisation being prioritised over the rights and welfare of their consumers.

A scandal involving adulterated milk in China in 2008 caused significant morbidity and mortality. Thousands of infants were reported to have become ill, and six died. The scandal involved one of the major Chinese manufacturers of milk-based products, which allegedly adulterated its products by adding melamine. Melamine is a nitrogen-rich organic chemical that is widely used in combination with resins in a variety of industries. In the food industry, melamine can be added to food products to

enhance its apparent protein content. However, because it has the potential to cause significant renal and urinary abnormalities, especially kidney stones, the addition of melamine to food products is prohibited in most countries (Wikipedia, 2009). Developing and nurturing appropriate business ethics within a corporate culture is not a simple and straightforward process. The ethical values of national culture and personal upbringing exert an influence on the moral values of the individuals within an organisation, which obviously has consequences in terms of ethical decision-making in any corporate structure.

Chinese cultural norms emphasise the evaluation of behaviour in terms of how well it serves to enhance the hierarchical norms of society (Gabrenya and Hwang, 1996). It might therefore be expected that Chinese cultural norms would be correlated with an expectation of ethical business decision-making in the best interests of the wider society. However, traditional Chinese morality cannot be relied upon to illuminate the public response to the 2008 milk scandal incident with any clarity. In fact, an ethical debate about the scandal ensued in China. This debate was fuelled by the question of whether ethical practice at the corporate level should aim to maximise the good of society or whether such practice should prioritise the rights of corporate stakeholders, such as the milk farmers and milk companies in the present instance.

This paper is about the Chinese customer's perception of the milk companies during the milk scandal in 2008. The differences between Chinese and Western customer's expectations make this an interesting area for inquiry. Most previous research in the product harm situation has focused on quantitative studies. Relatively little research has investigated the actual customer feelings during the product harm crisis. Understanding consumers' thoughts in the crisis deserves further attention. A greater understanding of consumer reactions to the company involved in the crisis would help the business leaders and regulators anticipate and meet customer expectations regarding the product safety. This present study therefore performed a qualitative exploratory study on the Chinese milk scandal in 2008.

In the following section, we review the whole Chinese milk scandal. The paper continues by presenting the methodological choices and the analysis of qualitative data. The subsequent section introduces our findings concerning Chinese consumers' feelings and their negative reactions to the milk scandal. We conclude with the framework development, theoretical discussions and managerial implications.

THE STUDY PREMISE: MILK SCANDAL IN CHINA

In the Chinese milk scandal of 2008, it was reported by local news media that 300,000 infants might have been adversely affected, with six having died and more than 860 requiring hospitalisation. The immediate financial loss was estimated at 2 trillion yuan. Moreover, confidence in Chinese products was so severely damaged that it has been suggested that it will take years to recover as the general public, both in China and internationally, has lost faith in the ethical values and trustworthiness of Chinese business entities.

The Chinese milk scandal was thus an especially prominent example of a so-called 'product harm crisis', which has been defined by Dawar and Pillutla (2000, p. 215) as a "… discrete, well-publicized occurrence wherein products are found to be defective or dangerous". The consequences for companies involved in such product harm crises can be dramatic. Apart from the immediate financial losses, which can be huge, the long-term effects of loss of brand equity can be catastrophic in terms of advertising, market share, market penetration, and purchase frequency (Dawar, 1998; Heerde et al., 2007; Chatfield and Goodhardt, 1975; Ma et al., 2010).

Before the scandal had broken in 2008, a Shaanxi milk agent had expressed his concerns to regulators about unauthorised substances being added to milk; however, these complaints were inadequately investigated, and the Shaanxi Quality and Technical Supervision Bureau subsequently declared that there was no evidence to support the allegations. Moreover, when Gansu Province sent complaints to the Health Ministry that linked Sanlu with kidney disease, which led to the Health Ministry sending investigators in early August 2008, the allegation was immediately denied by Sanlu. This was despite Sanlu having apparently received complaints since December 2007, but having failed to perform any tests until June 2008 (Caijing, 2008).

According to Blanchard (2008), Shijiazhuang local city government allegedly received a letter from Sanlu on 2 August 2008 in which the company asked for help with a cover-up in the following terms: "… to increase control and coordination of the media, to create a good environment for the recall of the company's problem products … to avoid whipping up the issue and creating a negative influence in society."

And other dairy firms had also been indulging in dishonourable conduct. As

Mengniu and Yili improved their market power, Sanlu had reacted by compromising its quality-control systems as early as 2005 at a time when government supervision was reportedly all but absent (Caijing, 2008). Moreover, it would seem that Sanlu had begun to adulterate its milk products with an especially toxic form of melamine. According to Caijing (2008), the melamine contaminant used in the firm's dairy products was actually 'waste' melamine that was unsuitable even for plastics manufacturing. This chemical was acquired at a price only 700 yuan per tonne, which is only one-tenth of the price of pure melamine (Caijing, 2008). Sanlu reportedly mixed large amounts of this waste melamine with low-cost vegetable protein as filler in its milk products. Because this waste melamine forms more insoluble crystals than pure melamine, which is itself very dangerous, the consequences of this adulteration for babies, whose organs were still quite immature, was nothing less than catastrophic. On 15 September 2008, Sanlu issued a public apology for its contamination. The firm was ordered to stop production, recall approximately 9,000 tonnes of product, and destroy all existing stock.

The revelations of the milk scandal caused massive resentment in the general public. The Sanlu website was hacked and its name was changed to "The Melamine Group". Financial compensation was demanded from the relevant companies, despite government moves to alleviate the suffering of victims—such as a promise of free medication for those affected, which led to thousands of concerned parents bringing their offspring for treatment. The public also expressed resentment towards political leaders because their public apologies were considered insufficient. In response, President Hu Jintao made a speech in October 2008 in which he equated food safety with the well-being of the masses and condemned the incompetence of the companies involved.

Although greed was identified as the major cause of the scandal, with chaotic dairy production and the absence of supervision as being contributory factors, the Chinese media were ordered to suppress news of the scandal. News editors were ordered to stick to the official Xinhua news agency copy. The focus of the media was shifted towards the forthcoming launch of the Shenzhou VII space mission, and test results related to the milk scandal were presented at the very end of news bulletins (Li, 2008; Lee, 2008). Even after the crisis had become public knowledge, the Chinese media were strongly discouraged about informing the people about the extent of global recalls, the real causes of the crisis, government responsibility, and correlations

between particular dairy companies and Chinese consumers (Bandurski, 2008). Protestors were arrested and sent to a detention camp outside Beijing after trying to publicise the plight of their sick babies (AFP, 2009). A group of 90 *pro bono* lawyers were pressured to avoid any involvement in the case, and legal associations were persuaded by authorities to "put their faith in the government [and] act together to help maintain stability" (Ng, 2008).

GAIN INSIGHTS INTO THE CONSUMERS INFERENCES BY QUALITATIVE RESEARCH APPROACH

Purpose of the Study

Most empirical studies on product harm crises have been undertaken in the western world. The present study was designed to explore the 2008 Chinese milk scandal on consumer perspective. Rather than focusing on law enforcement and related issues, the study adopted an individual view of causes and effects of the scandal. To this end, the study examined the content of statements offered by local people on a prominent website, and then sorted the statements according to the contributors' feelings about the milk scandal. In doing so, the study aimed to develop an integrated model of Chinese business ethics, with a view to filling some gaps in the research concerning this topic.

Choice of Methodology

A grounded-theory approach was chosen as the methodology for the study because it explicitly aims to develop new theory from 'grounded' qualitative data and interpretation (Strauss and Corbin, 1994). The data for the methodology include observations, written documents, and literature (Byrne, 2001). Grounded-theory methodology has been widely used to develop new theory in social science research. Given the lack of previous research on product harm crises in China, the methodology appeared to be a logical approach for the current project.

In accordance with grounded-theory methodology (Strauss and Corbin, 1994, 1998), content analysis was conducted on a sample of 3710 messages concerning the 2008 Chinese milk scandal that were posted on a popular online discussion portal hosted in China between July 2008 and July 2010. All messages posted in the discussion forum were unobtrusively downloaded and screened for references to the milk crisis.

Utilising the typology suggested by Bar-Ilan and Assouline (1997), four types of

communication were noted to have appeared in the discussion forum: (i) information transfer; (ii) duplicated messages; (iii) 'dirty' wordings; and (iv) discussion of issues. For the purposes of this study, messages belonging to the second and third categories were not included in the final analysis. Forwarded messages that were identical in content with another message were also discarded. This left a total sample of 2681 messages for further analysis. The verbatim transcripts of the messages were content analyzed by a panel of researchers. Some common phrases that appeared frequently in the messages were identified and grouped by a computer program. These phrases were identified as meaningful keywords, which were then reviewed in accordance with their common thoughts of the writer in the message.

The main objective of the study was to examine systematically the content of statements offered by the online users, and to sort them according to the message they posted in the discussion forum on the Chinese milk scandal in 2008. Contents of the online messages were classified according to the attitude of the writer. An emphasis was placed on capturing the writers' feelings and perceptions in the milk scandal. We seek to develop analytic interpretations of the qualitative data. Once collected and organized according to this dichotomy, line-by-line analysis of these online messages was done as described by Strauss and Corbin (1990).

Analysis of the online messages revealed six major constructs for the milk crisis (see Table 1). As shown in Table 1, company reputation deteriorated in the crisis, country of manufacture, lack of corporate social responsibility, immorality of the milk companies' senior management, government-related factors (i.e. poor legal enforcement, corruption and poor government food safety regulation), external influences and poor company response in the crisis were found as major attitudinal associations behind the milk scandal in China.

Table 1: Major constructs identified from the online messages

Construct	Frequency of comments	Percentage %
Company reputation deteriorated in the crisis	1117	41.67
Lack of corporate social responsibility	930	34.69
Country of manufacture	976	36.41
Government-related factors	840	31.33
Immorality of the milk companies' senior management	810	30.21

External influences	646	24.10
Poor company response in the crisis	436	16.26
Total online messages analysed	2681	100

KEY RESEARCH DOMAINS

Company Reputation Damage as the Consequence

It was noted that the damage to the milk companies' brand names in the milk scandal was commonly identified in the messages posted in the discussion forum (1117 messages, 41.67%). Some messages commented very negatively on the companies involved. The following comment was made by an emotional person who was frustrated with the crisis:

> "[company name X] [company name Y], you are cheap enough and all people in China should stop buying from you. We need to tell our relatives, our children, our grand-children, our great-grandchildren … never to buy anything from these companies."

Another person immediately added that:

"Me too - I really think that 1.3 billion Chinese people should stop buying from them."

Reputation is heavily linked with a product-harm crisis. It consists of information related to the behaviour, history, values, prestige and characteristics of the company involved in the transaction. When the crisis has occurred, customer beliefs are likely to be a result of the experience of their acquaintances. Then the brand will be blamed for the hardships, which will then lead to a violation of the trust covenant towards the brand. When this has happened, it is relatively hard to reverse, and no simple explanation will be accepted (Muthukrishnan & Chattopadhyay, 2007).

Consumers hold to ideal desires and expectations in the transaction process. When product-harm crises are exposed, the reputation of those judged to be liable will vanish and these consequences are far greater than the gain they have reaped. One comment received in the discussion forum said:

> "It is not the only problem that's happened in [Company X]. Watch out – there'll be a long queue outside the office of [Company X] asking for their money back. I don't think they are irrational, the same thing happened outside the public hospitals around the country because of [Company X]. I think the same thing will happen again, again and

again forever. The government must stop the business operation of [Company X], rather than saying nothing and letting them make the same mistake again!"

Lack of Corporate Social Responsibility and Immorality of the Milk Companies' Senior Management as the Key Inferences

Ethics and corporate social responsibility (CSR) have become important considerations in today's marketing decisions (Hunt & Vitell, 2006). It is commonly agreed that a company's interest can be advanced if the business embraces a long-term view. A key component of the fight-back in a crisis has been for the company to revamp its approach to its social responsibility. It is really important to analyze the effects of CSR in product-harm situations. The public questioned the ethical values of Chinese business entities and their trustworthiness in the milk scandal. The qualitative data showed that a large amount of comments captured in the discussion forum were about the lack of corporate social responsibility in the milk companies in China (930 messages identified, 34.69%). The following responses illustrate this point.

"Corporate social responsibility is needed for the milk companies' management in China."

"Milk companies in China earn a huge profit every year. However, no one asked whether they have corporate social responsibility as priority. It is sad to see these companies keep making the same mistake again and again. How many innocent children have suffered? These milk companies never learn from their mistakes."

"No morality of these managers."

"There is a long way to go for the management of [Company X – local milk company] [Company Y – local milk company] to learn from well-known international companies about corporate social responsibility as a business objective."

"These milk companies' management should go back to school and learn what corporate social responsibility is."

"The government also needs to assess their [milk companies] corporate social responsibility before allowing them to re-start their production lines and sell milk to the public."

"We should focus more on their corporate social responsibility than the price before we choose their products for our children. What's

wrong with their corporate social responsibility?"

"Social compliance is important in the local milk industry."

Apart from the 930 messages about corporate social responsibility identified in the discussion forum, 810 messages (30.21%) also complained about the immorality of the milk companies' senior management in the scandal. Here are some messages received from frustrated respondents in the milk scandal.

"It's immoral of those business executives of [Company X – local milk company]. The death penalty is the only option for them!"

"Why bother about children's health? I am sure this is what [Company X – local milk company] [Company Y – local milk company] argued."

"They won't say sorry to those sick children. They are immoral people and immoral companies."

"Stop [Company X – local milk company] [Company Y – local milk company] earning bloody profit from us!"

"Selfish!!!"

"Greedy!!!"

"Maximizing their self-interest was the only option for [Company X – local milk company]."

"Maximizing profit is the business norm of the local milk companies, and the health of their customers is nothing to them!."

"If you ask the executives of [Company X – local milk company], [Company Y – local milk company] [Company Z – local milk company], money is far more important than children's lives. That is how they run business and make the problems more serious."

"This is a consequence of the economy-oriented ideology."

Linked with the lack of corporate social responsibility of Chinese milk companies, public demand for government efforts (i.e. 840 messages, 31.33%) is particularly focused on independent watchdog quality, justice, assurance, improvements to legislation, compensation, and follow-ups. A large number of messages (256 messages, 9.55%) complained that the poor legal enforcement in China had fuelled the milk scandal. Quality assurance of milk farms was mentioned as a critical attribute that the government should require in order to fight corruption and violations of quality standards. It was also mentioned that improvements to the

legislation are not adequate, since the Chinese government has been reactive, rather than proactive, towards the scandal. In total, 347 messages (12.94%) discussed the corruption problem as the push factor in the milk scandal, while 237 messages (8.84%) argued that the poor government food safety regulation is the pull factor of the scandal. One respondent complained about what the government had done:

> "China's dairy industry is full of corruption. There's no inspection of the milk products from [Company X – local milk company]? Money buys anything! Company management and government people can be bought with bribes. They can stay quiet about the incident and start up business again in future. Plus there's a lack of government regulation and food quality control in China."

Another respondent simply commented that:

> "It is a sign of corruption!"

Country of Manufacture in the Consumer's Milk Products Evaluation

Nowadays, companies often relocate their manufacturing to developing countries in search of lower wages and production costs. However, previous research suggests that the country of manufacture always affects consumers' perception of product quality (Bruning, 1997; Iyer and Kalita, 1997; Ulgado and Lee, 1993; Yasin, Noor and Mohamad, 2007). Another research approach for studying product-harm crises takes the country of manufacture as the independent variable. Consumers hold to beliefs and perceptions about countries. Earlier research concluded that the country of manufacture was an important cue in the context of product evaluation (Chao, 1993; Darling and Arnold, 1988; Han and Terpstra, 1988; Hastak and Hong, 1991; Johansson, Douglas and Nonaka, 1985; Thorelli, Lin and Ye, 1989; Tse and Gorn, 1993; Wall, Liefeld and Heslop, 1991). It allows consumers to build up an association about a product before the purchase.

It was noted that country of manufacture was associated with the milk crisis (976 messages, 36.41% of all messages analyzed in the study). In particular, a total of 845 messages (31.52%) in the discussion forum mentioned that they will switch to buying milk powder from well-known overseas brands rather than the local companies. In addition,, 131 respondents (4.89%) from different cities mentioned that "Made in China is dead".

Here are some similar messages captured:

> "Made in China is dead! Our children only welcome milk

companies from Japan and the US."

"The milk industry in China has been totally destroyed!"

"No one will trust local companies any more."

"No more local milk farms."

"Pulled all Chinese milk products from shelves"

"Supermarkets should pull out all local companies' milk from the milk section"

"I am sure our trade account will be balanced by importing milk from overseas companies."

"[Company A – Japanese Milk Company][Company B – Netherland Milk Company][Company C – US Milk Company] - Win forever."

"I think importing milk from the US and Japan is the only option for our babies."

"Local milk is dead."

"The end of local milk companies in history - well done [Company X – local milk company]!"

"Group buying from overseas milk companies please!"

"[Company C – US Milk Company], save our babies, the government needs to give a letter of appreciation to their management!"

"You can only buy from [Company C – US Milk Company]."

The Importance of External Influences in the Milk Crisis

Negative company news (that is, negative publicity) can affect the consumer buying process (Ahluwalia, Burnkrant and Unnava, 2000). The reputation of Chinese milk companies has deteriorated with the publicized cases. 321 messages (11.97%) were collected from the discussion forum about the negative publicity of the milk crisis in China. The following responses from the discussion forum illustrate this point.

"I stopped consuming milk and dairy products after the scandal was disclosed."

"Boycott Chinese dairy products and please forward this message on the Internet!"

For the majority of respondents in the public discussion forum, wanting more

media coverage of the milk crisis was one of the important themes identified (325 messages, 12.12%). The following responses were typical of the concerns raised:

> "I think the problem is much more serious than we heard from the news, based on previous experience. Only the media can help us and I think it this is the worst situation we have ever been faced with."

> "The Internet is our only hope. Please help to disclose the problem so that we are in a better position to help our children."

> "In today's information age, no one can hide if they do something wrong, including the local milk companies, and it is the only chance for our children to escape from these poisonous milk products. Work together here [public discussion forum] and make it loud please!"

> "Continuing coverage and we really need to stop buying those [Company X – local milk company] [Company Y – local milk company] [Company Z – local milk company]"

Negative Consumer Reactions on the Company Responses

When an event has occurred, customer beliefs are likely to be a result of the experience of their acquaintances. Then the brand will be blamed for the hardships, which will then lead to a violation of the trust covenant towards the brand. When this has happened, it is relatively hard to reverse, as no simple explanation will be accepted (Muthukrishnan & Chattopadhyay, 2007). Later, the questions that arise are whether the occurrence was intentional, and whether the crisis could have been averted in the first place. However, a large number of comments complained about the poor responses of the companies' management to the milk crisis (436 messages, 16.26%). Some respondents even argued that these poor responses from the local milk companies accounted for the serious milk crisis:

> "They [local milk companies] can reduce the harmfulness of the milk crisis if they enforce remedial measures at the right time and right place."

> "The companies' management are fully responsible for the crisis."

> "The companies' management should be arrested because of the crisis."

> "Poor crisis management is the main cause of the milk crisis."

"They [local milk companies] don't know how to react and solve the problem."

"Overseas consultants are needed!"

Different company responses in a product recall crisis have different business consequences (Standop and Grunwald, 2008). Using a sample of 573 Canadians, Souiden and Pons (2009) found that voluntary recall and an improvement campaign had a positive impact on the manufacturer's image, consumers' loyalty and future purchase intentions. However, involuntary recall and denial of any crisis have negative impacts on attitudes to the brand. These findings are consistent with the argument suggested by Dawar (1998) that brand signal credibility will be reassessed after the product-harm crisis and the firm's commitment in the crisis will be the major issue. According to one respondent in the discussion forum:

"If they [local milk companies] had identified the problem and launched a recall immediately, I think they could still have maintained the business. It is too late now. We have lost faith in them, especially after the death cases."

DISCUSSION

Theoretical Synthesis of Findings to Literature

Much of the ethical debate concerning the Chinese milk scandal in our qualitative study is fuelled by the question of what "right" practice should be – ranging from maximizing the good of society to respecting the rights of stakeholders, such as the short term financial benefits of the milk companies and the well-being of Chinese consumers. We have explored the question of how morality affects milk companies, as opposed to Chinese consumers in the milk scandal. In agreement with previous research, it was found that an individual Chinese consumer reacts in the milk scandal as an interpretative interaction and situational perspective. Five major constructs were derived from the qualitative data obtained from the online messages about how and what consumers perceived their experience in the milk scandal. An overview of above data reveals that consumer reactions to product harm crisis (i.e. the damage to the company reputation as the dependent factor) is affected by the attitudes towards corporate social responsibility of the company, country of manufacture, external influences and the milk company response (Figure 1). Building on prior research, the theoretical model presented here posits the consumer as an active agent

within the context of his or her situational and institutional environment. The study provided, for instance, empirical evidence to suggest that relationship between consumer inferences and their negative perceptions against the Chinese milk companies in the crisis.

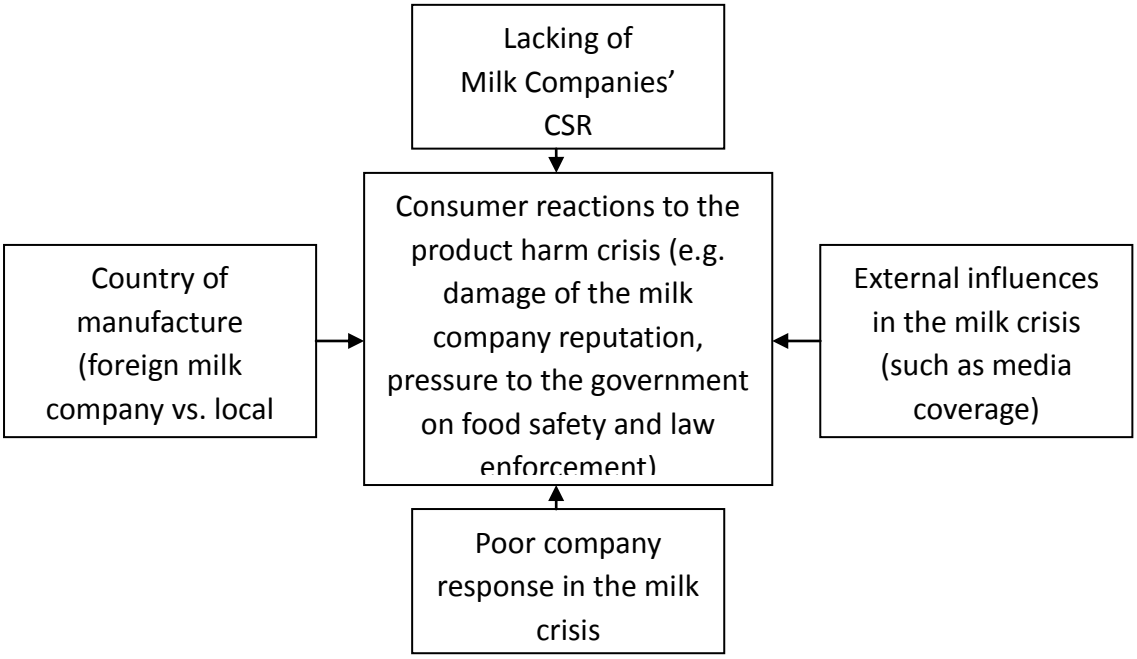

Figure 1. The linkage between the Chinese consumer thoughts and their reactions in the milk scandal.

The analysis of qualitative data obtained over the online messages, none of which was contradicted by either theory or previous empirical studies. The study identified that Chinese milk companies' reputation damage was the result in the scandal. An earlier study, Siomkos and Shrivastava (1993) highlighted how on-line reputation, external effects and organizational responses are three major determinants of success when a company has a product liability crisis. Siomkos and Kurzbard (1994) proposed and tested a behavioural model of consumer reactions in a product-harm crisis. They hypothesized that the company's reputation, external reactions to the company's responses by regulatory agencies and the press, and the company's responses are correlated with the consumer's perception of the danger involved in the crisis and future purchase intentions. In a study of 384 American consumers, it was concluded that the more responsible the companies were, the less the impact of the product-harm crisis was on their consumers. Company reputation was an important consideration in a product-harm crisis. They found that consumers' future purchase

intention after a product-harm crisis increased in relation to the company's reputation, and consumers perceived less danger when the problematic products were sold by a reputable company or were more positive about the external reaction from the press and regulatory agencies to the crisis.

The study data indicated that corporate social responsibility was understandably related to consumers' attributions of blame in the milk scandal. Consistently, Klein and Dawar (2004) hypothesized that three CSR domains, i.e. local, stability and control, are correlated with customer blame in product-harm crises. In two studies of 150 American consumers, they concluded that respondents' CSR associations toward the company were positively correlated with consumers' attributions of blame in the crisis, which influences their brand evaluation and future purchase intentions. Interestingly, Cheah, Chan and Chieng (2007) conducted an empirical study on the effect and extent of product recalls in the pharmaceutical business. They reviewed the financial performance of pharmaceutical companies listed on the New York Stock Exchange and the UK FTSE from 1998 to 2004, and found that US companies suffered greater financial losses for more serious hazard levels, while there was no difference in the financial losses for UK companies at all product hazard levels. They also assessed the role of CSR recognitions in the recall situations. Surprisingly, investors from different countries rated the value of CSR differently. It was found that UK investors rewarded product recalls by non CSR-active firms, while American investors punished non CSR-active firms in recall situations. It is therefore, future research could investigate the CSR recognitions in different roles (i.e. investors and consumers) in the product harm crisis.

The results of the content analysis suggested that country of manufacture was important in the assessment of blame by consumers in the milk scandal. Similarly, Yasin, Noor and Mohamad (2007) found that a brand's country of origin influenced the brand equity either directly or indirectly through the mediating effects of brand distinctiveness, brand loyalty and brand associations. Based on an empirical research on brand equity dimensions (brand awareness, brand loyalty, perceived quality and brand associations) and their linkages with brand equity, they hypothesized that a brand's country of origin image is correlated to brand equity in the purchase. In a study of 501 Malaysian respondents, they found that a brand's country of origin has both direct and mediating effects on brand equity.

In a recent study, the effect of the country of manufacture in a product-harm

crisis was examined in an experiment of 84 US colleges (Laufer, Gillespie and Silvera, 2009). 2 (brand familiarity) x 2 (country of manufacture: positive or negative) scenarios were used to assess the level of consumer blame in the product-harm crisis. The country of manufacture manipulations were adapted regarding the location of production of chosen products in food industry (i.e. orange juice made in the US and Mexico). The dependent variable was the respondents' assessment of blame towards the firm in a product-harm crisis. More significant interaction between brand familiarity and country of manufacture was identified for the unknown brand than the well-known brand in a product-harm situation. Surprisingly, no significant difference in blame towards the well-known company was found between the positive and negative country of manufacture scenarios. Company culpability was identified as a mediator between the brand familiarity and blame in a crisis situation. The interaction was significant.

Customers map their knowledge from media reports and peer-to-peer reliance. They will then assess the likelihood of the innocence of the company involved in the event. These answers are the fundamental rule of how hard the brand will need to work to rebuild customer trust and loyalty. Results in the present study also show that external influence heavily highlighted by consumers in the milk scandal. Ahluwalia et al. (2000) investigated the influence of negative publicity on company values in the process. Three experiments were conducted and they concluded that the harmful effect of negative publicity can be moderated by other variables, such as previous knowledge and experience of the company, respondents' loyalty and commitment to the company. Laufer, Silvera and Meyer (2005) proposed an attribution framework to influence consumer blame in product-harm crises. They proposed MOA factors (motivation, opportunity, ability) and content factors (information, prior beliefs) that affect blame attributions (i.e. local and controllability) in product-harm crises. In particular, a difference is expected between older and younger consumers in their perceived blame attribution. Laufer, Gillespie, McBride and Gonzalez (2005) found that perceived severity significantly affected consumer attributions of blame in a product-harm crisis. They borrowed the scale developed by Houghton and Grewal's (2000) four-item tolerance for ambiguity in the experiment design. In a study of 45 students in Mexico, they found that the relationship between perception of severity and blame on the firm was significant in a crisis in which foreign and domestic victims were involved.

The study data indicated that how the company responded in the milk crisis did affect the consumer perception in the scandal. Dardis and Haigh (2009) examined the impact of image restoration strategies in a corporate crisis situation. In a study of 189 undergraduates in the US, five independent variables were tested, including corrective action by the company, evasion of responsibility for the crisis, denial, mortification and reduced offensiveness. For the dependent measures, the attitude toward the company involved in the crisis, corporate ability, credibility and positioning were adopted. They found that reduced offensiveness was more strongly correlated with the perception of a company in a product-harm crisis situation than the other four strategies – denial, evasion of responsibility, corrective action and mortification. Similarly, Souiden and Pons (2009) proposed and tested a conceptual model of product recall management and its impact on the company image, consumer loyalty and purchase intention. Their model specified four categories of recall, i.e. denying the defect, involuntary recall, voluntary recall and an improvement campaign that would influence the company image in the recall. In an attempt to identify factors that influence consumer purchase intentions in product-harm crises, Vassilikopoulou, Lepetsos, Siomkos and Chatzipanagiotou (2009) found that organizational response and time are the most important factors in high- and medium-scale crises, while social responsibility and external effects mostly influence consumer purchase intentions in severe crises. With three different crisis scenarios, four factors at different levels were tested in a conjoint-analysis, including level of CSR, four different organizational responses to the crisis, three different time-scales (3 days after the crisis, 1 month after the crisis and 1 year after the crisis) and external effects (positive and negative).

Managerial Implications

According to the qualitative data obtained from the Internet discussion forum, the public announcement about the China scandal was neglecting customer protection, detail of exposure, companies' sincere responses, and further investigations. With the public demand for corporate social responsibility, honesty and transparency are expected from the milk companies. Despite the fact that people will have different perspectives on the ideal business entity, in general, it was considered that organizational social responsibility is the most essential aspect in the crisis situation, i.e. responsibility for food safety and the health of consumers. Consumers were regarded as the highest direct victims of the outbreak, followed by the small dairy farmers, considering their losses.

According to Griseri and Groucutt (1996), all moral values can be related back to the idea of respect for persons. In all cases of unethical business frauds, an individual's short-term gain is prioritized over respect for people's welfare and rights. Above all, the ethical stance, once again, relies on the respect for individual. Positive ethical behaviour should start with the managers and board. Being ethical is beneficial to prevent staff taking a risky decision based purely upon economic downturns or any other fraudulent motives. However, the cost of maintaining ethical morality in business will be repaid in the long term because the company will experience respect, honest, credibility, and accountability from its employees as ethics become part of the culture. While the Chinese government plays a dominant role in regulating food safety, it creates a significant challenge to Chinese government, as well as business leaders, striking a balance between doing well for people and making profit.

Consumers map their knowledge from media reports and peer-to-peer reliance. They will then assess the likelihood of the innocence of the brand. These answers are the fundamental rule of how hard the brand will need to work to rebuild their customer trust and loyalty. Independent bodies will eventually see the bad symptoms of deceptive entities, and when the news breaks, the public reaction will be enormous. Should this precede initiatives by the corporation to acknowledge fault, its recovery will be at risk (Griseri & Groucutt, 1996). Communication of information within the company should be transparent, although one should not underestimate the fact that managers must act wisely. During critical moments when morale is low, managers may be seen as neither honest nor transparent if they fail to convey the direct messages that employees want to know. Credibility is at stake. The consequences of secrecy or deception are massive: even if the company is able to survive, it is highly unlikely that it will regain the trust of its staff, public, or shareholders. Above all, a fast and empathetic first public announcement of the bad news will determine the success of the crisis management itself. The scale of the outbreak has to be analyzed in advance and honesty must be displayed throughout the public apology session. Communication with consumers in the crisis period is very crucial, showing them a clear conscience and giving a cohesive narrative to assist customers in mapping their own perspective towards brand recovery. An ethical crisis raises several considerations: customer relationships, employee compensation, and training.

Reputation is heavily linked to the business ethics issue. When the product-harm crisis is exposed, the reputation of those judged liable will vanish and these

consequences are far greater than the gain they have reaped. These answers are the fundamental rule of how hard the brand will need to work to rebuild customer trust and loyalty. If the customers have had positive experiences with the brand previously, it is easier for the brand to show remorse (Muthukrishnan & Chattopadhyay, 2007). However, ironically, as severe crises may be perceived as relatively infrequent, customers may believe that crises of such great magnitude will be less likely to recur. Interestingly, from the qualitative data and prior research, if other companies also experience similar problems, consumers may not make sweeping generalizations about the particular brand; otherwise a halo effect may ensue: other brands in related fields will also be affected by the implications (Muthukrishnan & Chattopadhyay, 2007).

Data used in previous research mainly came from student samples in Western society. This is one instance of the general emphasis on protecting individual and personal interests that characterizes Western society. This personalised, individualistic emphasis may be responsible for Western researchers' attention to "moral rights" doctrines and corporate social responsibility when examining the product-harm crisis in China.

One limitation of this study was the motivation of the subjects contributed in the online messages to be biased. We would expect that online messages from the angry customers to be negative and critical of the firms involved and of governments for not better protecting the consumers in the crisis. However, since the study was an exploratory attempt to review the milk scandal on consumer perspective, which was eventually an impartial balanced view of the crisis.

CONCLUSION

Past empirical studies on product-harm crises were primarily undertaken in the Western world. It remains unclear whether the constructs responsible for consumer blame in product-harm situations can be generalized across different geographical settings. Using extensive qualitative data from a famous discussion forum in China, the overall findings of this study were consistent with research performed in other parts of the world.

From the results in the qualitative studies, it is possible to confirm that constructs identified in previous quantitative studies on product harm crisis valid in Chinese milk scandal. Those Chinese consumers inferences may or may not be accurate, however,

we are able to identify a set of perceptions shared by Chinese consumers in the business ethics context. Westerners tend to view morality in absolute terms based on principles of right and wrong that are not considered to be highly dependent upon the situation. For the Chinese, “good” and “bad” are the social evaluations, rather than objectively defined cognitive objects. Interestingly, concluding from the messages in the online discussion forum about the milk scandal, it suggested that the pain of doing something bad doesn't come from knowing you did it, but rather from getting caught in China business. Local Chinese were assumed that highly believe the government will do all possible measures to avoid the scandal reoccurrence. However, the present study found that local Chinese were not satisfied with the efforts of government and milk companies in the milk crisis. They also blamed companies and China government that neglecting social interest in pursuit. These findings suggest that peer-led moral discussions can be an effective way to reinforce discipline in business decision making. By clearly indicating a negative view towards incident and by creating a climate against people being involved, it might be possible to deter organization’s involvement in unethical business decisions.

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Lock-in Brands or Lock-in Stores? The Farmers' Characteristics Analysis of Different Lock-in Purchasing Behavior Pattern of Agricultural Materials

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ABSTRACT

In the relatively closed rural social network environment, farmers repurchase a particular brand product or patronize a particular store frequently in a long term. We define this consciousness and behavior as Lock-in Purchase Behavior Pattern. According to existing customers' behavior theory and agricultural materials' marketing situation, this article divides farmers' lock-in purchasing behavior into lock-in brand purchasing behavior and lock-in store purchasing behavior and empirically researches on the relationship between householder's characteristics, family management features, purchasing characteristics and different lock-in purchasing behaviors. We found that the groups which tend to lock-in brand purchasing behaviors are the famers who are males, older, higher education, higher family agricultural incomes, longer cultivating years, fewer cultivated area, the more importance of purchasing, buying the seed products; the groups which tend to lock-in store purchasing behavior are the famers who are females, younger, lower education, higher family agricultural incomes, shorter cultivating years, more cultivated area, the more importance of purchasing, buying the pesticide products.

Keywords: lock-in brand purchasing behavior; lock-in store purchasing behavior; farmers' characteristics; agricultural materials' marketing

1. Introduction

Brand is a symbol of product value and reputation, store is a public media of the mass' shopping and consumption, and both of them play an important role in customer's purchase decisions. Based on lots of previous purchasing experience, customers have usually developed a behavior of purchasing a relatively fixed brand product or patronize a relatively fixed store. This kind of phenomenon is widespread in the agricultural materials market. In the background of the small-scale peasant economy in our country, because of the farmers' small cultivating scale at large and

seasonal purchasing agricultural materials, more importantly with rural surplus labor transferring, the proportion of agriculture income in household income decline gradually, farmers pay less attention to agricultural materials, it intensifies the non-professional characteristics of farmers' purchasing and reinforces brand's guidance of farmers' purchasing. In addition, relative to the relationship between sellers and buyers in the cities and towns, in the relatively closed and narrow rural community environment, agricultural materials retailer is at the core of sales network, the interaction between farmers and agricultural materials retailers is more frequent and close. This close relationship not only makes the purchased agricultural inputs obtain higher quality assurance, but also enables farmers' purchasing agricultural materials limited to the smaller space scope and the relationships with retailers to a certain extent, thus appeared the frequent behavior of purchasing a particular brand product or patronizing a particular retail store. We define farmers' consciousness and behavior of purchasing a particular brand product or patronizing a particular retail store in the long term caused by the relatively fixed buyer-seller relationship and the limited choice situation as Lock-in Purchase Behavior Pattern.

Existing customer purchasing behavior theory research mainly focus on habitual or repeat purchase and customer loyalty behavior and so on, a small amount of the literature about customer lock-in is also mostly the study of customer lock –in mechanism and strategy in the network economy, few discussion about this interesting phenomenon in specific situations of agricultural materials procurement and marketing in China. Although there are some similarities of lock-in purchasing behavior and habitual or repeat purchase behavior and customer loyalty behaviors, because of lock-in purchasing behavior' forming reasons is closely related to the relatively closed rural society network structure, it is obviously different from other customer behaviors in buying situation, forming mechanism and so on. So, what are the main modes of lock-in purchasing behavior, farmers' value brand or more retail store? Is there a significant difference of farmers adopting different lock-in purchasing behavior pattern in the aspects such as demographic variables, the features of family management? What are the main factors of farmers' adopting different lock-in purchasing behavior? The existing literature has not been very good solution and verification.

To this end, on the basis of in-depth analysis of farmers' agricultural materials purchasing behaviors, this paper divided it into lock-in brand purchasing behavior and

lock-in store purchasing behavior according to different locking objects, empirically researched on the relationship between householder's characteristics, family management features, purchasing characteristic and different lock-in purchasing behaviors by investigating 266 farmers at 25 villages and 12 counties in Shandong and Hubei province, comparatively analyzed the differences between different lock-in purchasing behaviors of farmers. Research papers can provide some important references for enriching customer purchasing behavior theory and improving agricultural materials enterprises' marketing strategy.

2. Literature review and research hypothesis

Consumer lock-in: theoretical foundations

"Lock-in" is derived from Arthur's research (1988) of technology innovation, but there are few open literatures which theoretical circle fits the word to the marketing theory. At present, the concept's basic connotation of Lock-in has not unified explanation in the marketing field. Different scholars and experts had given different meanings of the word from different perspectives. The meanings were summarized as follows: Based on the information network externalities, Chen Pinglu (2003) argued that due to the differences of information product, there are extra costs when the buyers use other alternatives, it produces the fresh choice's obstacle, causing the locked situation subjected to the current selection; Based on the traders' intrinsic motivation, Farrell and Klemperer (2007) and Lei Siyou (2007) defined customer lock-in as trading partners' continuous exclusive and stable trade relationship state formed by economic entities' raising the customer switching cost in the field of certain trades for a specific purpose.

Along with the arrival of network age, the mainstream trend of the current study was to put the locking phenomenon in the context of network economy, researching this economic phenomenon that consumers have to be a product or service's permanent customers of characteristics, types, causes, effects and countermeasures.

When the product's switching cost is very high, the users are faced a locking state. Locking is a process of dynamic cycle; its generation cycle is made up of four stages of brand choice, brand use, brand establishment and brand locking. When brand locking, customers go back to a new stage of brand choice, faced with the choice of continuing using the original brand or considering the replacement of new brand. At this point, compared with the last cycle at the same time, the customer's

transfer cost is higher, the extent of locked by enterprise is higher. According to the source of transfer cost, lock-in can be divided into six types of contract locking, durable product locking, specific products' learning and training locking, specialized supplier locking, locking based on searching cost, locking based on the customer loyalty program.

Looking from the macro background of information network, this kind of product locking phenomenon under the network economy is determined by network externalities, information accumulative accretion, network products' complementary and network's positive feedback. Looking from the microscopic behavior of information product and user, the root cause of locking is solid infrastructure's stationary, auxiliary product's periodicity, information product consumption's temporality, the separation of information products' right of use and ownership, the user's habituation. Therefore, the direct impact factor of being locked is the switching costs caused by the product features, the indirect influence factor are the network externalities and bandwagon effect related to the policy environment.

The existence of the lock-in effect increases the sunk cost and the threshold level of enterprises just entering the marketing, which makes the existing enterprises gain more profit in the fierce competition. Making use of lock-in principle, the enterprise can establish customer network relationship based on lock-in through planning the lock-in cycle in advance, evaluating network input costs and benefits, attracting customers' access to network and constantly strengthen the stability of the customer network in order to increase product sales and developing customer network value. According to the characteristics of network externalities and bandwagon effect, making effective compatible, standard or upgrade technology locking strategy and word-of-mouth, branding emotional locking strategy can successfully target consumers and prevent other potential competitors with higher barriers to transform.

From the above literature review, we can found that studies of lock-in had the following characteristics: (1) The research situation is mostly a specific network economy environment. Because of network economy's virtuality, openness and externality, related literature to the locking phenomenon discussion will also have a certain particularity. (2) The most research's perspective is enterprise. From the perspective of enterprise, existing literature is armed to explore how to build up customer network management strategy based on the lock-in and maintain the relationship between enterprises and customers for a long time, so as to obtain more

competitive advantage for the enterprise. (3) Research methods are mainly descriptive or critical research. At present the discussion about customer locked station mainly focuses on the qualitative research on the concept, the cause of the locking mechanism and coping strategies, quantitative empirical research on the phenomenon of lock-in is less.

Relative to the network economy, agricultural materials procurement and marketing in the environment of countryside community has the substantive, relative closeness and internal characteristics, and there are very big differences between the research from the view of enterprises and the customer behavior this article will explore in the concept and content, so the above discussion of the locking phenomenon may not be completely applicable to explain the customer behavior in the background of rural social network. Therefore, on the basis of the above research, according to the characteristics of the agricultural materials market transactions and the specific situation of rural social network, from the perspective of customers, this article had carried on the correction of lock-in connotation and defined Lock-in Purchase Behavior Pattern as farmers' frequently purchasing a particular brand product or patronizing a particular retail store in the long term caused by the relatively closed social network environment and fixed buyer-seller relationship. According to it, this article divided customer lock-in purchase behaviors into lock-in brand purchasing behavior and lock-in store purchasing behavior and empirically testes the differences between different lock-in purchase behavior modes.

Consumer lock-in purchasing behavior's influence factors: research hypothesis

Lock-in purchasing behavior produced in the special purchasing situations of relatively closed social network and a relatively stable marketing relationship, essentially differing other purchasing behaviors in openness mass market. But the behavioral expression is customers' long-term repurchasing a or more specific brands or retail stores, it has extremely similarity to habitual purchase, repeat purchase and customer loyalty behavior .Therefore, habitual purchase, repeat purchase or customer loyalty behavior's influence factors may also apply to explain lock-in purchasing behavior to a great extent. In terms of the demographic characteristics, family management features and purchasing characteristics, this article empirically studied on the influence factors of lock-in purchasing behavior.

Demographic characteristics have a significant influence on customer's repeat purchasing intention, including gender, age, educational level, occupation, income,

marital status, etc. The research showed that female usually has higher brand loyalty than the male because of the regular life habit; customer's brand loyalty was positive correlation with age, because the older consumers tend to be less willing to risk, more likely to form a fixed behavior and brand loyalty; With the same satisfaction, the customer having little education of repeat purchase intention is higher, because their ability to distinguish between consumption risks was relatively low, need to avoid purchase risk through the long-term brand loyalty of security, rest assured products. Therefore, we put forward the first hypothesis:

H1. Demographic characteristics significantly influence on farmer's lock-in purchasing behavior.

H1a. Gender significantly influences on farmer's lock-in purchasing behavior.

H1b. Age significantly influences on farmer's lock-in purchasing behavior.

H1c. Education level significantly influences on farmer's lock-in purchasing behavior.

The farmers with different family agricultural incomes, cultivated area, crop type and cultivating years have obvious differences on the new choice behavior. Family agricultural income was significant factors influencing farmers' purchase intention for agricultural machinery, the higher family agricultural income is, the higher farmers spend on agricultural production, the higher the using-frequency of agricultural new technology or varieties. With the different land scale, the farmer's production behavior is different. Because the arable land have a significant effect on farmers' information screening and risk aversion ability, affecting the market participation behavior and the adoption of the new varieties. Compared with food crops, economic crops are more likely to be applied new varieties, the probability of farmers' purchasing intention of new varieties is bigger. Product knowledge and purchasing experience affect brand loyalty indirectly through brand trust and brand satisfaction. According to the experience of buying seeds for many years, farmers' brand loyalty was high and the formation of experience was closely related to the farmers' cultivating years. Therefore, we put forward the second hypothesis:

H2. Family management features significantly influence on farmer's lock-in purchasing behavior.

H2a. Family agricultural incomes significantly influence on farmer's lock-in purchasing behavior.

H2b. Cultivated area significantly influences on farmer's lock-in purchasing

behavior.

H2c. Crop type significantly influences on farmer's lock-in purchasing behavior.

H2d. Cultivating years significantly influence on farmer's lock-in purchasing behavior.

Customer loyalty behavior varied according to the importance of purchasing and product type. The degree of importance of purchasing was different, the customers' purchasing participation was different, the post-purchase experience value and the purchasing behavior was different and the different experience value could lead to different levels of customer loyalty. in the decision-making process of customer's repeat purchasing behavior based on the relationship quality, the product type has significant effects. Therefore, we put forward the third hypothesis:

H3. Purchasing characteristics significantly influence on farmer's lock-in purchasing behavior.

H3a. The importance of purchasing significantly influences on farmer's lock-in purchasing behavior.

H3b. Product types significantly influence on farmer's lock-in purchasing behavior.

3. Research approach

Measures

We set demographic characteristics such as gender, age and education level, family management features such as family agricultural incomes, cultivated area, crop type and cultivating years, purchasing characteristics such as the importance of purchasing and product types for independent variables. Each variable assignment method is shown in table 1.

Table 1

Group and assignment method of independent variables

Independent Variable	Assignment method
Gender	Male=0; Female=1
Age	20 to 40 years =1; 40 to 60 years =2; 60 and above =3
Education level	Primary and below =1; Middle and above =2
Family agricultural incomes	1 to 5 ten thousand =1; 5 to 10 ten thousand =2; one hundred thousand and above =3
Cultivated area	1 to 5 Mu=1; 5 to 10 Mu =2; 10 Mu and above =3
Crop type	Grain crop =1; Commercial crop=2
Cultivating year	1 to 20 years =1; 20 to 40 years =2; 40 years and above =3
The importance of	Measured by the sentence " agricultural materials to purchase has a great influence on

purchasing	my production and life", setting 1~5 for presenting five options, that is, “strongly disagree” “ disagree” “neutrality” ” agree” “strongly disagree”. Divided different groups according to the importance degree: 1 to 2=1; 3 to 5=2.
Product type	Seed=1; Fertilizer =2; Pesticide=3; Other=4

At present, the academia hasn't the related literature to explore how to measure lock-in purchasing behavior. Because lock-in purchasing behavior and habitual purchasing, repeat purchasing or customer loyalty behavior has a great similarity in core elements and expression behavior, the measurement of lock-in purchasing behavior in this paper mainly referred to these three kinds of customer purchasing behavior and their mature scales to design. But due to the difference of these concepts, when reserved the similar parts of sentences in scales, we appropriately made modifications on different parts based on our defined research questions and the actual situation of rural farmers, adding these sentences, that is, “In the future, I will be purchasing this agricultural materials brand product for a long term” “When buying agricultural materials again, I used to buy this agricultural materials brand product” “Nearly, I am not going to change this agricultural materials brand”. In order to ensure the survey’s scientificity and preciseness, before the large-scale formal investigation, investigators had carried on the preliminary investigation in the surrounding areas of Wuhan city in Hubei province, preliminarily analyzed the questionnaire’s applicability. By the exploratory factor analysis, we removed the ones whose rotated load coefficient is below 0.5 in lock-in purchasing behavior’s items, such as "I would recommend this agricultural materials brand product to my friends and relatives" and retained the other four statements of lock-in purchasing behavior’s relevant measurement index. All dependent variables were rated based on the five-point Likert scale items.

Sample

We investigated the farmers at 25 villages and 12 counties in Shandong and Hubei province, using face to face interview way to complete a total of 300 questionnaires, there are 266 valid questionnaires, the effective rate was 88.67%.

Table 2

Demographic characteristics

Variable	Group	Percentage
Gender	Male	57.5%
	Female	42.5%
Age	20-40	23.7%
	40-60	57.9%
	>60	18.4%

Education level	Primary below	15%
	Primary	27.8%
	Middle	48.1%
	High and above	9%
Family agricultural incomes (ten thousand Yuan)	1-5	50%
	5-10	36.1%
	>10	13.9%
Crop type	Grain crop	44.7%
	Commercial crop	55.3%

Statistical analysis methods

This research mainly used SPSS 17.0 statistical software for data analysis. By correlation analysis and variance analysis, we empirically test the effect of each independent variable on the dependent variable, analyzed the difference between the buying groups' lock-in purchasing behavior modes whose had different demographic characteristics, family management features and purchasing characteristics, providing a statistical test of support for the data conclusion.

4. Results

Reliability and validity test

Because most of independent variables this research covered were explicit variables, there was no problem of the construction of latent variable; We only analyzed the dependent variables' reliability and validity of lock-in purchasing behavior scales.

Reliability refers to the degree of consistency and stability of the test results, testing the reliability of the results when questionnaire are used repeatedly. The analysis results showed that Cronbach's α coefficient values of lock-in brand purchasing behavior and lock-in store purchasing behavior were 0.816, 0.832, both were bigger than 0.7 which is standard value, explaining there is a higher internal consistency between the two variables of specific indicators and meeting the requirements of the research and analysis.

Validity refers to the degree of the authenticity and accuracy of measurement results, reflecting the compatibility of the indicators to measure and theoretical concepts. The measurement of the dependent variable mainly referred to Cronin (2000), Liu Yan(2005), Lai Jianbo (2006) and other relevant habitual purchase, repeat purchase and customer loyalty behavior's mature scales to design, with high content validity; Using SPSS17.0 software for exploratory factor analysis on the dependent variables, KMO equals 0.849, P-value of Bartlett test is 0, showing the survey data is

fit for factor analysis, and each concept's rotated load coefficient is above 0.6, inferring each scale can really measure the research variables and data has good convergent validity and discriminate validity. The results of dependent variables' construct validity are shown in table 3.

Table 3

Rotated load coefficient of different independent variables

Items	lock-in brand purchasing behavior	lock-in store purchasing behavior
BLP1	0.718	
BLP2	0.681	
BLP3	0.667	
BLP4	0.612	
RSLP1		0.778
RSLP2		0.781
RSLP3		0.733
RSLP4		0.656

Descriptive statistics and correlation analysis

The mean value, standard deviation and coefficient of correlation of respondents' demographic characteristics, family management features and purchasing characteristics and (brand, retail stores) lock-in purchasing behaviors were shown in table 4. From the variables' mean, farmers' average cultivated land area is seven acres in the sample, showing agricultural area is generally not high; Average of Cultivation years is about 26 years, showing farmers' Cultivating experience is rich; Agricultural materials to purchase has a great influence on my production and life; The groups whose adopt lock-in brand or store purchasing behavior were both about half, showing brand and retail store occupied the important position in buying agricultural materials inputs and had a significant influence on peasant's purchasing behavior.

Table 4

Mean value, standard deviation and coefficient of correlation

	M	S.D	1	2	3	4	5	6	7	8	9	10	11	12
1	0.42	0.50	—											
2	50.37	11.78	-0.03	—										
3	2.50	0.87	-0.29**	-0.27**	—									
4	6.56	4.99	-0.09	-0.23**	0.27**	—								
5	7.02	10.20	-0.02	-0.20**	0.23**	0.28**	—							
6	1.55	0.50	-0.15*	-0.18**	0.21**	0.43**	-0.12	—						
7	25.80	13.53	-0.03	0.86**	-0.24**	0.21**	-0.11	-0.23**	—					
8	3.52	0.92	0.02	-0.21*	0.23*	0.19**	0.32**	0.03	-0.03	—				
9	2.05	0.93	-0.11	-0.09	0.13	0.06	0.17*	-0.27**	0.02	0.05	—			
10	2.00	0.77	-0.03	-0.04	0.11	-0.03	0.10	-0.06	0.05	0.06	0.21*	—		
11	3.26	0.92	-0.11*	0.12*	0.17*	0.2**	-0.13*	0.18*	0.16*	0.39**	-0.18*	-0.08	—	

12	3.36	1.19	0.12*	-0.15*	-0.21**	0.16*	0.15*	0.18*	-0.11*	0.49**	-0.06	0.27**	0.00	—

Notes: (1) **P<0.01, *P<0.05. (2) Variables are as follows: 1.Gender; 2.Age; 3.Education level; 4. Family agricultural incomes; 5.Cultivated area; 6.Crop type; 7.Cultivating year; 8.The importance of purchasing; 9.Product type (Brand); 10.Product type (Store); 11.Lock-in brand purchasing behavior; 12.Lock-in store purchasing behavior.

From the correlation coefficient matrix, We found that gender and cultivated area is significantly negatively correlated with lock-in brand purchasing behavior; age, education level, family agricultural incomes, economic crops' farming type, Cultivating years, the importance of purchasing, seed products is significantly positively correlated with lock-in store purchasing behavior; age, education level, Cultivating years is significantly negatively correlated with lock-in brand purchasing behavior; gender, family agricultural incomes, cultivated area, economic crops' farming type, the importance of purchasing, pesticide products is significantly positively correlated with lock-in store purchasing behavior. Obviously, there are different degrees of correlation between demographic characteristics, family management features, purchasing characteristics and lock-in brand or store purchasing behaviors, providing preliminary support for related hypothesis.

Variance test analysis

By variance analysis method, we respectively examined whether demographic characteristics, family management features, purchasing characteristics and other variables can obviously influence on lock-in brand or store purchasing behavior, the results are shown in table 5 and 6.

From the tables below, gender had a significant impact on lock-in brand purchasing behavior and lock-in store purchasing behavior, but the direction was quite the contrary, which is, the degree of male's lock-in brand was higher than that of female's while the degree of male's lock-in store was lower than that of female's. This may be related to the thinking mode of different genders, because men tend to be more rational than women, were more likely to evaluate brand by product performance and using effect to buy agricultural materials, suffering less impact of the relationship of retailers, retail store environment and so on. Therefore, H1a was verified. Age was significantly positive correlation with lock-in brand purchasing behavior, but was significantly negative correlation with lock-in store purchasing behavior. It seemed to be that the elder groups had a rich experience in cultivation and got more familiarity with the main agricultural materials brand products in the market

without too much dependent on the familiar retailers' introduction and recommend of the product brands compared with younger groups. Therefore, H1b was verified. Education level was significantly positively related to lock-in brand purchasing behavior, but was significantly negatively related to lock-in store purchasing behavior. It showed that along with the ascending education level, higher education groups can estimate and choose brand products accurately, pay more attention to the brand's intrinsic value perception while the lower may more inclined to visit familiar retail stores to buy safe and reliable agricultural inputs. Therefore, H1c was verified. In conclusion, H1 was verified.

Family agricultural incomes had positive influence on both lock-in brand purchasing behavior and lock-in store purchasing behavior. Because in the village environment living for farming, family agricultural incomes are higher, the purchasing of agricultural inputs is more important, famers' choice of agricultural materials brands and agricultural materials retail stores will be more careful and famers more inclined to buy a familiar brand or to patronize a trustful store in the long term. Therefore, H2a was for verification. Cultivated area impacted lock-in brand purchasing behavior negatively and lock-in store purchasing behavior positively. Because the larger cultivated area, the greater the farmers bear the risk of purchase, the more need to use a variety of agricultural materials brand to avoid the risk of a single input, and the more farmers have to fix some agricultural materials retail stores to increase the product purchase's confidence and reduce the cost of bulk buying. Therefore, H2b was verified. Crop type and lock-in brand purchasing behavior were significantly positively related, but there is no significant correlation with lock-in store purchasing behavior. Compared with food crops, economic crops' income is higher, it is more important for farmers' life to input agricultural production, farmers are more concerned about the practical value of the brand products while the choice demand of retail stores is not relatively high. Therefore, H2c got a part of validation. Cultivating year had a positive effect on lock-in brand purchasing behavior, a negative impact on lock-in store purchasing behavior. The reason for this may be similar to the effect of age on lock-in brand purchasing behavior and lock-in store purchasing behavior. Therefore, H2d was verified. In conclusion, H2 passed a part of the test.

The importance of purchasing had positive impact on both lock-in brand purchasing behavior and lock-in store purchasing behavior. Its effect is similar to that of family agricultural incomes. Therefore, H3a was verified. Product type impacted

both lock-in brand purchasing behavior and lock-in store purchasing behavior remarkably. In all kinds of brand products purchased, the degree of locking brand of famer's purchasing seeds was highest, followed by fertilizers and the pesticides was lowest. The reason for this may be as follows: Firstly, it was related to the importance of agricultural inputs. For farmers, seeds are the basis for agricultural production, "even making use of the best fertilizer or the best pesticides, it has not much effect if the seeds were bad", and fertilizer is the decisive factor for crop growth, "it directly affects the quality of crops", "pesticide is needed only when crops are ill, it can be sprayed insecticide a half month if no disease" (When asked about the importance of agricultural inputs' buying decision-making on-the-spot investigation interview, farmers responded to different kinds of inputs' product type. Visibly, seed is the most critical; fertilizer is second, pesticide is third. The more important the agricultural inputs are for agricultural production, the more difficultly the farmers change the brands. Secondly, it was related to the quantity and frequency of the agricultural materials to buy. According to the peasants' survey, the seeds are purchased at most two times a year, can be a one-time purchase; fertilizers are purchased about 20 times a year by buying in bulk; pesticides are needed once seven days, may be generally a small amount of purchase. Visibly, the more important the inputs and the smaller the frequency of purchase, the higher the degree of locking brand of famers' purchasing products. In all kinds of brand products purchased when patronizing stores, the degree of locking store of famer's purchasing pesticides was highest, followed by fertilizers and the seeds were lowest. The reason may be associated with retail services. Compared to the seed products, the pesticide and fertilizer's purchasing choice needs higher demand of retail store: pesticide application needs according to the state of an illness change, "different illness needs different pesticides, as long as the disease plants are delivered to retailers, he will recommend you to corresponding pesticides", its use needs the more guidance of experienced retailers; due to large batch purchase quantity and high frequency, it is often necessary for buying fertilizers to offer door-to-door delivery services. Therefore, H3b was verified. In conclusion, H3 passed the test.

Table 5

Variance analysis of the Impact of independent variables on lock-in brand purchasing behavior

Dependent variable		Group	Mean	F	P
Demographic characteristics	Gender	Male	0.15	5.11*	0.03
		Female	-0.17		
	Age	Low	-0.09	3.10*	0.05
		Middle	-0.05		
		High	0.48		
	Education level	Low	-0.17	3.77*	0.05
		High	0.11		
Family management features	Family agricultural incomes	Low	-0.15	3.44*	0.03
		Middle	-0.02		
		High	0.37		
	Cultivated area	Low	0.01	5.11*	0.01
		Middle	0.57		
		High	-0.53		
	Crop type	Grain crop	-0.28	6.60*	0.01
		Commercial crop	0.11		
	Cultivating year	Low	-0.17	6.39**	0.00
		Middle	0.06		
		High	0.68		
Purchasing characteristics	The importance of purchasing	Low	-0.96	17.25**	0.00
		Middle and High	0.08		
	Product type	Seed	0.39	19.44**	0.00
		Fertilizer	-0.04		
		Pesticide	-0.80		

Notes: **P<0.01, *P<0.05.

Table 6

Variance analysis of the Impact of independent variables on lock-in store purchasing behavior.

Dependent variable		Group	Mean	F	P
Demographic characteristics	Gender	Male	-0.14	5.13*	0.02
		Female	0.16		
	Age	Low	0.09	3.32*	0.03
		Middle	0.03		
		High	-0.37		
	Education level	Low	0.13	5.72*	0.02
		High	-0.21		
Family management features	Family agricultural incomes	Low	-0.24	4.07*	0.02
		Middle	0.19		
		High	0.04		
	Cultivated area	Low	-0.06	2.29*	0.04
		Middle	0.11		
		High	0.46		
	Crop type	Grain crop	-2.26	7.62	0.06
		Commercial crop	0.12		
	Cultivating year	Low	0.15	3.22*	0.04
		Middle	-0.13		
		High	-0.37		

Purchasing characteristics	The importance of purchasing	Low	-1.16	26.18**	0.00
		Middle and High	0.10		
	Product type	Seed	-0.70	35.51**	0.00
		Fertilizer	-0.02		
		Pesticide	0.53		

Notes: **P<0.01, *P<0.05.

4. Conclusion and suggestion

Conclusion

On the basis of the consumer lock-in theory, we define farmers' purchasing a particular brand product or patronizing a particular retail store frequently in the long term caused by the relatively closed rural social network environment as Lock-in Purchase Behavior Pattern according to agricultural materials market transactions' features and the rural social network's specific situation, empirically research whether householder's characteristics, family management features, purchasing characteristics can obviously influence on lock-in brand or store purchasing behaviors.

The research results are as follows: firstly, gender, cultivated area and seed products are significantly negatively correlated with lock-in brand purchasing behavior; age, education level, family agricultural incomes, cultivating years, the importance of purchasing are significantly positively correlated with lock-in brand purchasing behavior. This shows that the groups which tend to lock-in brand purchasing behaviors are mostly the famers who are males, older, higher education, higher family agricultural incomes,longer cultivating years, fewer cultivated area, the more importance of purchasing, buying the seed products. Secondly, age, education level, cultivating years are significantly negatively correlated with lock-in store purchasing behavior; gender, family agricultural incomes, cultivated area, the importance of purchasing, pesticide products are significantly positively correlated with lock-in store purchasing behavior. This shows that the groups which tend to lock-in store purchasing behavior are the famers who are females, younger, lower education, higher family agricultural incomes, shorter cultivating years, more cultivated area, the more importance of purchasing, buying the pesticide products. Thirdly, crops type has significant effects on lock-in brand purchasing behavior, but has no significant effect on lock-in store purchasing behavior. It shows that the

farmers who grow economic crops mostly tend to lock-in brand purchasing behaviors, brand is of great reference significance for choosing agricultural inputs. Therefore, householder's characteristics, family management features, purchasing characteristics have a significant impact on lock-in purchasing behaviors of agricultural materials, the famers who tend to lock-in brand purchasing behavior and lock-in store purchasing behavior differ in householder's characteristics, family management features, purchasing characteristics obviously.

In rural society where agricultural production is dominant, agricultural materials products purchase is of great significance to the farmers' production and living. To avoid the buying's risk, farmers will usually choose high quality brand products. But due to the limited cognitive level or the degree of intervention, farmers must rely on rich experience in planting and purchase to buy safe and reliable products. For the groups who are males, older, higher education, longer cultivating years and so on, because of the rich experience in agricultural production and agricultural materials' purchase and use, they have a higher familiarity with the major agricultural materials brands on the market without too much depending on the retailers' introduction and recommend of the product brands, mostly evaluate brand by product performance and using effect in the course of buying agricultural materials, suffering less impact of the relationship of retailers, retail store environment and so on, thus they show the lock-in brand purchasing behavior. But for the groups who are females, younger, lower education, shower cultivating years and so on, due to the lack of enough experience in agricultural materials' purchase, they usually need to rely on the suggestions of retailers with deeper understanding of agricultural inputs and these retailers can be known and got the higher trust, thus mostly take the lock-in store purchasing behavior. Visibly, lock-in brand purchasing behavior and lock-in store purchasing behavior exist in the current farmers' purchasing agricultural materials. This is closely related to the transition of China's rural society transforming from the traditional kinship and geographical relationship to modern commercial economy relationship. Based on the relational structure state in traditional rural society, Fei Xiao-tong and Liang Shu-ming respectively put forward the important concept of "pattern of difference sequence" and "relationship centre", expound the Chinese traditional society's special social activity principles of "value the relationships rather than the matters", paying attention to the relationships has become the main characteristics of social relations structure in rural China. The existence of the small-scale peasant economy makes the

farmer's production and living limited in the scope of the family and the village, forming the social relation network with a strong relationship, homogeneity and closeness, further leading to the limitation of individual relation network's resources embedded in. From the perspective of social scarce resource configuration, according to Zhou Jian-guo "tightening interpersonal circles structural theory", farmers will try their best to move to the center of the circle with the more resources in order to get the most social resources. And as a bond of agricultural materials' sales relationship in the rural, agricultural materials retailers' social capital is more than general small farmers obviously. In the high strength and the relatively closed relationship system, frequently patronizing a particular retail store has become the main form of rural relation network and economic exchange, the thought and way of life also continue and it is difficult to break through. But along with the deepening of the reform and opening-up, market economy was introduced into rural society, the configured resources - currency with universalism characteristic is becoming more and more prominent in the status of rural interpersonal association, instrumentalism gradually internalized as farmers' value, weakening the traditional kinship and geopolitical relations through emotional ties, the rural social relations convert from the ethic to compact. Because market plays more and more important in the allocation of resources, rural interpersonal relationship is utilitarianism and rationalization gradually, the role of brand is also slowly rising in the rural agricultural materials sales system, guiding the masses of farmers' agricultural materials' choice. The interweaver of traditional geopolitical relations and modern economic relations realize the organic integration of regional human relationship culture and business interests, thus appearing agricultural materials sale's coexisting phenomenon of the human relational deal of long-term frequent patronizing a particular retailer and the instrumental deal of long-term frequent buying a particular brand product.

Suggestion

The research conclusions have a certain management revelations and policy meanings for agricultural materials enterprises' making effective marketing strategies and the government's macroeconomic regulation and control agricultural materials markets.

For agricultural materials enterprises, because the phenomenon of lock-in brand and lock-in store are widespread in the process of farmers' buying agricultural materials, showing that brand and retail store are the important factors that affect

farmers' purchase decision of agricultural materials product, therefore, they should pay attention to brand assets promotion and retailers' selection and management. on the one hand, agricultural materials enterprises must improve the quality of the product and use value, enhance agricultural materials brand reputation to promote the confidence of the farmers' buying agricultural materials products; on the other hand, agricultural materials enterprises also must pay attention to the whole image of the retail stores, enhance the retailers' brand rights and interests from aspects of after-sales service, product display, purchase convenience to further improve farmers' post-purchase value trust and get customers' purchase trust. Because there are significant differences in agricultural materials products' purchasing behaviors of farmers who have different householder's characteristics, family management features, purchasing characteristics, agricultural materials enterprises should take differentiated marketing strategy according to different customers. For the experienced groups who are males, older, higher education, longer cultivating years and so on, agricultural materials enterprises can strengthen the brand construction and make customers purchase mechanism of lock-in brand; For the inexperienced groups who are females, younger, lower education, shower cultivating years and so on, agricultural materials enterprises can establish a good corporate image and set up the customer relationship management network of lock-in store.

From the government's point of view, because the current farmers' lock-in purchasing behavior of agricultural materials is produced in relatively closed social relationship network and limited selection situation to a certain extent, showing that the farmers' long-term purchasing a particular brand products or patronizing a particular retailer behaviors is not completely based on the higher satisfaction and loyalty, but is the passive choice caused by the limited selection or too high conversion cost. Therefore, the government should formulate reasonable industrial development policy and provide good public services, effectively weakening the relationship between the closed countryside social network and farmers' limited alternatives. On the one hand, the government can build a diversified agricultural materials sales system and promote the overall level of rural agricultural materials sales network through guiding and supporting the development of large agricultural materials chain stores to enable farmers to have more choose initiative of better products and services; On the other hand, the government can strengthen the public service function to provide farmers with more comprehensive and accurate

agricultural materials products' information and technical services, and strengthen the rural informatization construction to enable farmers' access to information and technology services provided by the government conveniently and timely, thus reducing the information asymmetry between the farmers and suppliers in the course of purchasing agricultural materials.

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Carbon Emission Calculation of Iron and Steel Products Based on EIO-LCA Model

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ABSTRACT

This paper defines the life cycle system of the iron and steel products. By using EIO-LCA model, the paper measures the quantity of the direct, indirect carbon emissions and carbon emission deduction in various stages of this life cycle and identifies the hotspot and department which contributes most in carbon emission. The life cycle of Hunan Valin Xiangtan Iron and Steel Co., Ltd (abbreviated Xiang Gang) is elaborated as a case to support the argument above. The case shows that 2103.87kg of carbon in total would be emitted when one tonne of steel is produced by Xiang Gang. Among the total, the quantity of direct, indirect and deductible carbon emission are 2033.5kg, 216.75kg and 146.38kg respectively. The iron and steel enterprises can meet emissions reduction targets by strengthening control of carbon emission and improving the efficiency of the utilization of secondary energy from small and large scale.

Keywords: Iron and steel products • EIO - LCA• Carbon emissions• Calculation

Introduction

As a global issue, climate change is arousing more and more attention all around the world. The International Energy Agency estimated that global carbon dioxide emissions from the steel industry are about 4% to 5%. Currently, China's iron and steel industry still keeps the extensive mode of production. And the growth is mainly dependent on high consumption of resources, which leads to serious environmental pollution. Therefore, it is imperative that we should start researching China's steel industry carbon emissions, especially to identify the largest sector and their relationships during the process of direct and indirect carbon emissions and it is

instructive for enterprises to find strategies of reducing carbon dioxide emissions.

Currently, there is still no uniform method about accounting on the carbon emissions of steel products , and it is mainly referring to IPCC. Shangguan Fangqin[1] introduced several calculating methods of carbon emissions in the steel industry, and analyzed the differences among the various methods specifically, which provided guidance on developing carbon emissions calculations for China's iron and steel industry and enterprises . Huang Zhijia[2] analyzed factors affecting carbon emissions in steel company using LCA .Huang Xiqiang[3] took Fan Gang as an example to make an input and output analysis for the energy products (fresh water, coke, etc.),consumed in the process of steel production realizing the fact that the central producing capacity level in Fan Gang is developed reasonably. Because of the gap between the level of Chinese energy use and that of developed countries, the problems of carbon leakage, the fairness of emissions and the relevance and accuracy of calculation exist in the above methods. The calculation results are not totally suitable for China[4]. Therefore, some scholars began to conduct research on greenhouse gas emissions with the method of economic input-output life cycle assessment (EIO-LCA). For example, Ji Junping[5] analyzed the energy consumption of carbon dioxide emissions of Guangdong Province adopting Chinese Economic Input-Output Life Cycle Assessment model (EIO-LCA) in 2007 . In addition, Li Xiaohuan[6] measured and analyzed greenhouse gas emissions of fuel ethanol with this method, scientifically and feasibly, making up for the shortcomings of a single method for calculating. But the existing literature is not much.

This paper attempts to identity the boundaries of life cycle system in steel product based on EIO-LCA model, to measure the direct and indirect carbon emissions and carbon emissions deduction in each stage of its life cycle, and to identify the larger business units and departments that emit carbon. The paper aims to provide a theoretical basis for finding practical ways in emissions reduction, taking Xiang Gang as an example.

Carbon Emissions Assessment of Iron and Steel Products Based on EIO-LCA

Iron and Steel Products Lifecycle Framework and EIO-LCA model

The assessment of steel product’s life cycle focuses on the process that starts from raw materials (iron ore, etc.), fuel production (coal, etc.), assistant materials

(refractories, etc.) to the iron and steel production, use, disposal and recycling phases and the impacts of the energy use and emissions emitted on environment in each stage. In this paper, the system boundaries of iron and steel products include raw material extraction, transportation, steel production and recycle process, as shown in Figure 1.

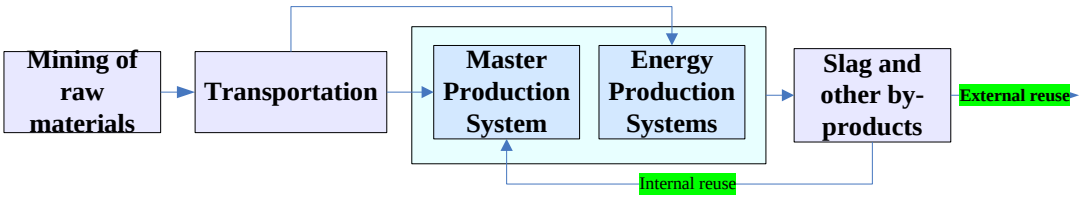

Fig. 1. Steel product life cycle system components Figure

The method of Economic Input-Output Life Cycle Assessment (EIO-LCA) was proposed by Hendrickson etc. al[7-8], which was mainly for the analysis of impacts of product or service on environment in the production chain. References [8] described the suitable scopes, advantages and disadvantages of this method. EIO-LCA includes tables of economic input-output and factors of impact on environment, scilicet, append the "environment" sector to the column vector of input-output table, and the "output" of other related industries pollutants are represented by this column vector. This method is similar to traditional environmental input-output method, but pollutant emission factor is replaced by a diagonal matrix, so that the environmental impact caused by the ultimate demand can be decomposed to each department of the production chain.

EIO-LCA model is $X=R(I-A)^{-1}Y$; $R_i = c_i / x_i$. In the model, Y is the final demanded column vector of final demand, X is the carbon emissions of various departments caused by the vector Y, I is the identity matrix, A is the direct consumption coefficient matrix, R is a diagonal matrix whose diagonal elements Ri is direct carbon emission factor of sector i[9], c_i is the direct carbon emissions of sector i and x_i is the total output of sector i.

Calculation Method

In this paper, the accounting of carbon emissions contains direct emissions,

indirect emissions and emission deductible throughout the whole life cycle of steel products .But it does not include emissions from transport in the process of production, as shown in Figure 2. That is $C_0 = C_1 + C_2 - C_3$, in the formula,

（1）C_0 represents a total steel product's emissions. The unit is Kg / t, t is a tonne of crude steel (hereinafter the same).

（2）C_1 represents a direct carbon emissions. That is the direct carbon emission of steel products in every stage of its life cycle, such as companies carbon emission caused by their own consumption of fossil fuels and flux.

The unit is Kg / t.

（3）C_2 represents indirect carbon emissions. In order to avoid double counting in electricity and other related industries, we don't take the indirect emissions from purchased electricity, the raw materials and some others into consideration. It mainly refers to the carbon emissions caused by every departments within the production chain in the steel production process, namely, to produce steel products needs to put into the product i, then in the process of production i carbon emissions are caused, and at the same time product j needs to be put into, and so on (i and j belong to 43 departments). The unit is Kg / t.

（4）C_3 represents carbon emission rights deduction. Re-use of blast furnace slag, steel slag and other resources, carbon emissions from the decomposition deductible flux, energy sources for the deductible are also included. The unit is Kg / t.

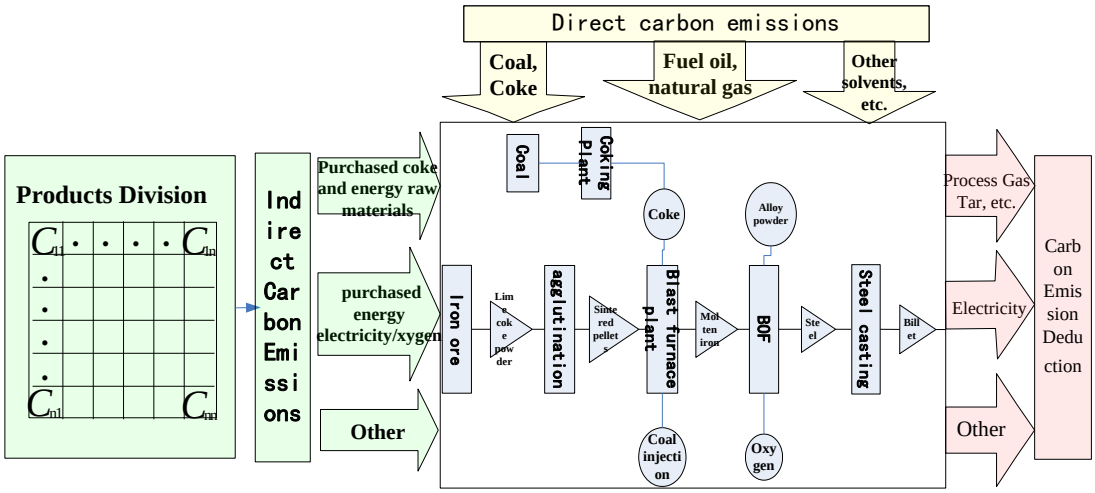

Fig. 2. Carbon Steel Products computing system boundaries

Firstly, the direct carbon emissions C_1 is calculated. $C_1 = FC_i * CAL_i * CC_i * CO_i * (44/12)$ .In the equation: i represents the various energy; FC is the total energy consumption; CAL is thermal energy value; CC is carbon content; CO is oxidation rate of carbon; the carbon content of fuel is the average value. Carbon emissions are the only factors considered in the whole process, and the oxidation rate is assumed to be 1.

Secondly, to calculate the indirect carbon emissions C_2 , the direct carbon emissions of related steel products industry (A_j)need to be calculated first,using the formula $A_j = \rho g E_j$ .In the formula, ρ is the carbon emission factor of the energy consumption, which means the emission carbon dioxide when consuming per 1t coal. According to "China National greenhouse gas inventories (1994), "the data ρ takes 2.277; E_j is the standard consumption of coal energy in industry j, and the unit is million t. According to the direct carbon emissions of related industries, the indirect carbon emissions of steel products can be calculated by analyzing input-output and taking advantage of the complete consumption coefficient among industries [10].

Finally, carbon emission rights deduction C_3 is to be calculated. To make it easier, that the utilization of gas, tar, etc. is assumed to be 100% in the process, and carbon

emission reductions of gas generating, then C_3= annual generation capacity (MWh) * regional grid emission factor. (In this article, the emission factor of Xiang Gang is assumed to be the same as that of Central China Power Grid, 0.85285 tons of carbon dioxide / MWh))

Application Example

This article take Hunan Valin Xiangtan Iron and Steel Co., Ltd (abbreviated Xiang Gang) as an study example As one of the representative steel industries in Hunan, Xiang Gang has a production force of 10 million tons per year after 50-year construction and development. It has equipped with coking, sintering, iron, steel, rolled products, metal products and some other process equipment of the whole process. Its products are mainly composed of wire rod, steel plate and small profile.

Example checking

According to the data from field research, the major carbon input of Xiang Gang is as follows:the clean coal, 421kg, anthracite,122Kg, and flux, etc14Kg. 1t sintered ore and 0.3t crude are enough for producing pellets corresponds 1t ; 0.95t crude steel can be used to produce pellets corresponds 1t, blast furnace slag 280Kg / t and slag 80Kg / t at the same time. Table 1 shows selected parts of the carbon emission factors in Xiang Gang in the case actual calculation.

Table 2. Part of the carbon emission factor in Xiang Gang

Project /(kgg kg^{-1})	Value	Project /(kgg kg^{-1})	Value	Project	Value
Washed coal	2.460	Scrap	0.422	Electricity /(kgg (kwg h)$^{-1}$)	0.850
Anthracite	2.530	Tar	3.390	Natural gas /(kgg m^{-3})	2.090
Coke	2.690	Limestone	0.440	Blast furnace gas /(kgg m^{-3})	0.836
Diesel fuel	2.720	Dolomite	0.477	COG /(kgg m^{-3})	0.853
Plastic	1.640	Cement clinker	1.050	BOF gas /(kgg m^{-3})	1.060

Therefore, based on the analysis of the theories and methods above, the carbon

emissions of each stage of the life cycle are calculated, and the results are shown in Table 2.

Table 2. Steel products each stage of the life cycle carbon emissions

Emission type	Mining of raw materials	Iron and steel production	Transportation	Recycle	Total
Direct carbon emissions	90.06	1604.80	223.47	115.17	2033.5
Indirect carbon emissions	24.7	156.89	28.35	6.81	216.75
Carbon emissions deduction	-	-	-	146.38	146.38
Carbon emissions					2103.87

Analysis

As it is shown in Table 2,the carbon emission of producing per ton of steel is 2103.87kg in Xiang Gang, in which direct carbon emissions is 2033.5kg, indirect emissions is 216.75kg, and offset carbon emissions is 146.38kg., namely carbon emissions of producing per ton of steel is 2.1 tons.

Direct carbon emissions from all stages of the life cycle of steel products mainly exist in the stage of steel production and transportation. Carbon emissions in steel production stage are 78.9% of total, carbon emissions in transport stage are 10.9% of total, and that in other stages are 10.2%.

After decomposing the indirect emissions of steel product lifecycle into 43 sectors in the production chain, ferrous metal smelting and rolling processing industry are the largest emissions industries, which occupies 78.2 percent of total indirect emissions, followed by coal mining, processing and transportation industries. The result indicates that indirect life cycle carbon emissions of steel products are mainly from these three sectors. Therefore, developing appropriate mitigation policies from the three departments, and controlling the use of coal, electricity can effectively reduce indirect carbon emissions from iron and steel products.

Converting by-product gas, heat, and pressure into electrical energy use can reduce carbon dioxide emissions by 146kg, which is the equivalent of reducing carbon dioxide emissions per ton of steel 0.15 tons. Therefore, in order to make the carbon dioxide emissions reach the advanced domestic level of 1.7 tons per ton steel, improving the utilization of secondary energy is an effective way.

Conclusion

It is beneficial for steel companies to review the status of their actual emissions by evaluating carbon dioxide emissions of steel products. Also it can provide a basis for them to make decisions on implementing energy saving measures . Meanwhile, as an innovative evaluation method of carbon emissions in the steel industry, it provides reference for the development of State and Government carbon reduction policy guidelines, and for other sectors as well. This paper analyzed the carbon emissions of iron and steel product lifecycle, using the EIO-LCA model; the life cycle carbon emissions in various stages in Xiang Gang are obtained. If iron and steel enterprises want to achieve "negative energy steel" and low-carbon development, process control carbon emissions in larger units and departments should be enhanced; and the utilization efficiency of secondary energy is to be improved.

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A Research on the Credit System Construction of Tourism E-marketing

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ABSTRACT

With the rapid development of internet technology and tourism E-marketing, problems of credit deficiency and having no perfect credit system are increasingly apparent, and seriously hamper the sustainable development of the industry. It's extremely important to explore tourism e-marketing problems and how to build industry credit system. First, this paper analyzes the nature and development status of China's tourism e-marketing industry, and reveals the industry's credit problems and credit construction, then builds China's tourism e-marketing credit system on the base of Wu Three-dimensional Credit, including one-dimensional credit culture system of integrity, two-dimensional credit supervision system of compliance and three-dimensional credit trading system of performance, comprehensively manage tourism e-marketing credit legislation, credit transactions, credit supervision, credit services and credit culture and education, next analyzes the relationship among the series of sub-systems, finally thinks how to build tourism e-marketing credit system with industry characteristics, in order to provides perfect credit support system for the healthy development of China's tourism e-marketing .

Keywords: Tourism, E-marketing, Credit System, Credit Culture

Introduction

Tourism e-marketing is the activity that in order to achieve marketing goals, tourism e-marketing organizations use computer, network, communications and multimedia technologies to interact with potential tourists, provide tourism products and services which tourists need. Compared with the traditional tourism marketing, e-marketing has a larger amount of information, update faster, stronger personality and more timely response. "State Council's View on Accelerating the Development of Tourism" clearly states that "Mainly adopting information to improve the efficiency of tourism services. Actively carrying out business about tourism online services, e-marketing, online booking and online payment, and making full use of social

resources to build tourism data centers and call centers, to enhance the information service levels of tourism enterprises, scenic spots and key tourism cities. "

Tourism e-marketing provide wealthy tourism information products for tourists, online travel booking services has become a major way of consumption. According to iResearch, China’s tourism e-marketing book transactions are amounted to 220.46 billion yuan in 2013, an increase of 29% from 2012. The credit is the cornerstone of market economy, in a way the market economy is the credit economy. Traditional tourism marketing needs credit, new and indirect tourism e-marketing need more credits. However, compared to the overall level of domestic tourism industry, China's tourism e-marketing is in the developing stage, the conditions of credit deficiency and with no perfect credit system have serious impact on the development of the tourism e-marketing, up to now online transaction volume is less than 10%. Therefore, in order to purify the tourism e-marketing credit environment, promote the healthy and sustainable development of the tourism e-marketing economy, and fully protect the interests of consumers, the work that establishes and perfects tourism e-marketing credit system and strengthens construction of credit culture is without delay.

First, this paper analyzes the nature and development status of China's tourism e-marketing industry, and reveals the industry's credit problems and credit construction, then builds China's tourism e-marketing credit system on the base of Wu Three-dimensional Credit, including one-dimensional credit culture system of integrity, two-dimensional credit supervision system of compliance and three-dimensional credit trading system of performance, comprehensively manage tourism e-marketing credit legislation, credit transactions, credit supervision, credit services and credit culture and education, next analyzes the relationship among the series of sub-systems, finally thinks how to build tourism e-marketing credit system with industry characteristics and purify the industry credit environment, so as to promote the healthy development of China's tourism e-marketing industry.

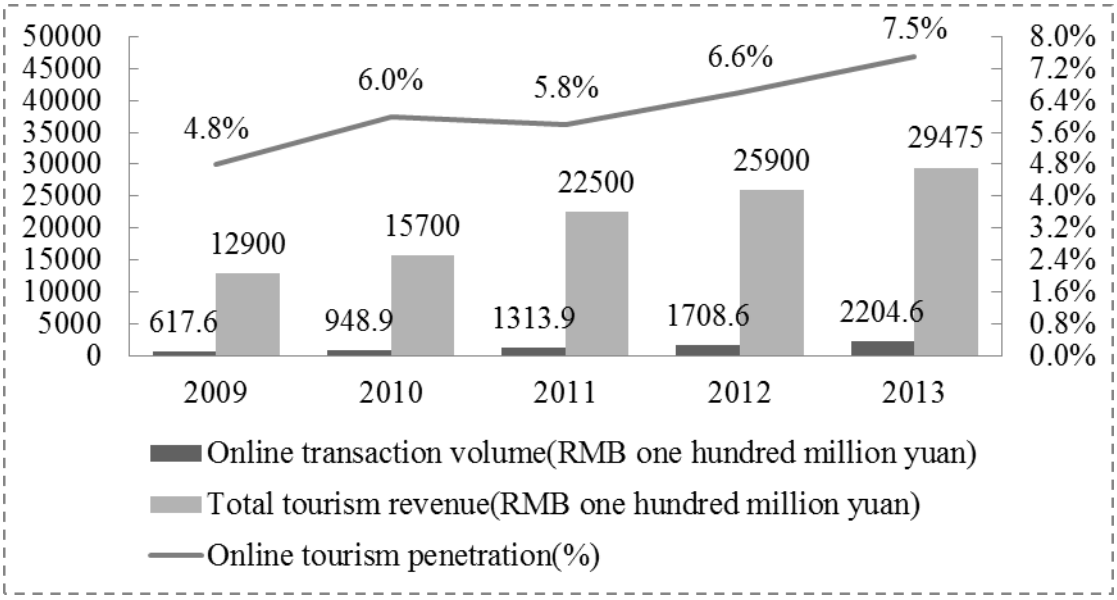

Figure 1 China online tourism transaction size and penetration

Data Source: Statistics from China National Bureau and report from iResearch.

Literature Review

Foreign authors' researches mainly focus on information technology's impacts on tourism e-marketing, consumer behavior in tourism e-marketing market, tourism destination e-marketing strategies and so on. JUho Pesonen and Outi-maaria Palo-oja (2010) believe that investing in networks and social media can make a hotel acquire competitive advantage. Jingxian Jiang, Ulrike Gretzel and Rob Lawa (2010) found that the hotel website with no negative assessment can significantly increase customer satisfaction; furthermore, negative customer satisfaction has weak correlation with positive satisfaction. Soojin Choia et al (2007) investigated and analyzed Macau enterprises tourism information website, and pointed out that different tourists have different communication needs of website information, so the information about tourism destinations should be diversified.

Domestic scholars mainly conducted research from the following aspects: tourism e-marketing theory, tourism e-marketing strategy, regional tourism e-marketing, tourism e-marketing enterprises and so on.

Hou Jianna et al (2011) pointed out that the online travel industry value chain is mainly composed of upstream supplier, a intermediaries and end customers. Zeng Xiaochun et al (2010) analyzed the status of China's tourism e-commerce business model, and given tourism e-commerce business model's future outlook. Zeng

Xiaochun considered China's tourism e-commerce business model has five kind of modes, including "cement + mouse", communities, horizontal alliances, professional information services and buyer market-leading, and hope the future tourism e-commerce businesses would be personalized and experiential, to combine appropriate models.

China’s Tourism e-marketing has formed a mature upstream and downstream industry chain after ten years of development, and there are a lot of innovative business models. China's tourism e-marketing industry chain is mainly consist of upstream suppliers, midstream channels and e-marketing platform, downstream users, increasing the e-marketing platform on the base of traditional chain, to produce a series of added value, and generate more derivative value chain, so that enhance the upstream and downstream effects better.

China’s Tourism e-marketing business model mainly has the following four categories: (1) B2B or B2C tourism site platform model, to provide online communication platforms for tourists and business, typical enterprise LY.com can offer services such as hotels, flights tickets, attractions tickets, concert tickets, and car rental; (2) "Air + Hotel" distribution model, business agency gets a certain commission through agenting traditional tourism products, for example, Ctrip specifically use their professional technical and scale call centers to provide tickets and hotel reservation services for visitors; (3) Vertical search model, integrates tourism product price check tickets on the Internet, hotels, vacation and other information through the advanced search, to provide timely tourism price and comments information for tourists , representative enterprise is qunar.com; (4) direct booking patterns, visitors can interact with airlines, hotels and scenic spots, directly bargaining inquiry, booking and reviewing comments through such platforms, representative businesses are China Southern Airlines and 7 Days Inn.

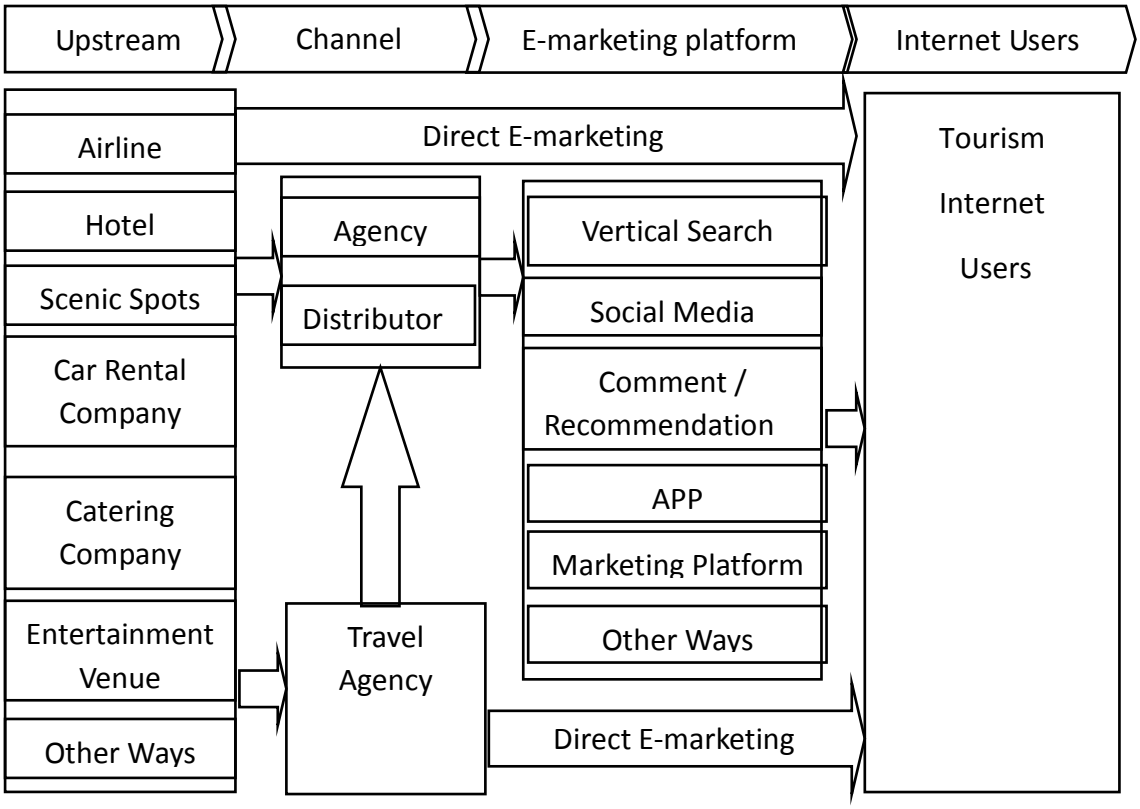

Figure 2 China Tourism e-marketing industry chain

Gong Shaofang (2004) proposed tourism enterprises and tourist destination tourism's e-marketing should implement tourism products image strategy, tourism product price publicity strategy, channel strategy and Tourism Network tourism promotion strategy series portfolio strategy. Cheng Li is (2005) analyzed the principle, elements and feasibility of building e-marketing system, then build Dalian Destination Marketing System Network. Zu Wenhong (2009) analyzed Shaanxi Provincial Tourism e-marketing situation, and put forward corresponding countermeasures for network security and tourism site construction defects and other problems. Tourism firm e-marketing research is reflected in following four aspects: hotel (restaurant), airlines, travel agencies, scenic areas (spots). Liu Yan (2012) believed that e-marketing is the entry point for the development of e-commerce scenic spots, and analyzed the status of scenic spots e-marketing developments in Kunming and provided appropriate issues.

In addition, there are scholars studying tourism e-marketing from a a view of credit, Fan Zhijun (2010) explored the government, banks, corporations and individuals four-pronged approach how to promote the construction of social credit system for the further development of tourism e-commerce. Yu Jianhong (2006)

proposed that the lack of consumer confidence in e-commerce development is one of China's tourism hinder factor, and build tourism e-commerce trust model relevant with website, consumers, trade, third party and environment.

Overall, domestic tourism e-marketing credit research focused on credit problems, credit levels, online payments and credit factors, research on the status of tourism e-marketing and credit system building is relatively scarce. Face of today's various credit problems, explore the construction of tourism e-marketing credit system has great theoretical and practical significance.

Status and Problems

At present, China's tourism e-marketing business entities are more diversified, online travel agent sites, travel sites and travel products, and third-party trading platform are the main tourist sites of e-marketing. In addition to the travel site, the Internet giant, electricity providers, banking, agriculture, forestry and other non-business travel agencies also continue to operate in a variety of ways to enter the tourism e-marketing, broaden the tourism product marketing channels. Such as, Jingdong, Taobao and other electricity providers have launched a travel channel, Renren, Tencent through eLong enter online travel booking. Overall, the rapid development of new tourism products operating sites and non-tourism e-marketing business together enhance tourism e-marketing strength. It is worth noting that in recent years, domestic tourism applications APP downloads are rising, mobile tourism market potential is huge, market insiders said mobile e-marketing is the next tourism market. On the other hand, tourism e-marketing network carriers such as travel site operators gradually move towards normalization, which can basically meet the needs of the whole transaction process.

With the rapid development of different tourism e-marketing, to a certain extent, tourism e-marketing credit building is relatively backward, which restricts the healthy development of the tourism e-marketing. China has promulgated some e-marketing credit standards and regulations which shown in Table 1. As can be seen from Table 1, China's current credit standards on e-commerce system is far from perfect, the relevant credit online payment security, credit culture and standards of integrity and dishonesty disciplinary aspects award have not yet been introduced. Although the " MOC’s guidance on the construction of " 12th Five-Year Plan" e-commerce credit system " proposed to speed up the travel of electronic Business credit system,

establish the main tourist market credit information management system and tourism business credit information service platform, guide the consumer market choice, but about the tourism e-marketing credit building process is quite slow.

Currently about network services including website credit certification, credit rating, credit information inquiry, credit investigation, credit assessment, credit evaluation, etc., credit services products usually presents credit report products. This stage is the application of more travel site credit certification, credit rating and credit evaluation. Tourism e-marketing business credit certification by the Internet generally Evaluation Center, the China Internet Network Information Center Certification trusted websites and other third party credit agencies to issue and manage the certification certificate or an electronic identity. Network certification letter of credit evaluation center includes Internet travel site verification of the authenticity and legality and customer service calls, assess site customer privacy information protection, monitoring site user satisfaction, the network will be granted only by certified letter coding website. Third party to carry out the evaluation rating Tourism Network Enterprise has MIIT and authorized by the Ministry of Commerce Internet Credit Evaluation Center, Kingmaker program's official website.

Internet enterprise credit evaluation center will be divided into three classes and nine grade credit rating (AAA, AA, A; BBB, BB, B; CCC, CC, C), AAA-level representatives of the excellent, excellent representatives of AA grade, A-level representatives of the good, and only accept credit rating of A or above Travel Network business. Up to now, the credit evaluation center via the Internet Travel Network companies have accepted 30, AAA grade has 24, AA grade 2, A-level 2. Baidu launched Baidu credibility V system, through the growth of the value and credibility of credit ratings, etc., the site of the qualification, certification status, credible acts to protect the wishes of a comprehensive evaluation of the credibility of the case mouth visually presented to users. Baidu credibility V credit rating of V1, V2, V3 three levels, V3 is the highest reputation. As of March 2014, Baidu has nearly three million websites achieve plus V, the search results page plus V coverage has reached 30%. Users access the search results page plus V travel site cheated, receive full compensation.

The above credit service network for third party credit risk is to prevent tourism e-marketing and norms of China's tourism market development; Internet marketing plays an important role. However, due to industry characteristics, the inevitable

emergence of a serious credit problems of China's tourism industry, e-marketing, mainly reflected in the following aspects. (1) Tourism e-marketing imperfect credit laws and regulations, our country has not yet introduced at this stage about the tourism e-marketing tourists credit information file maintenance, credit or counterparty credit institution may use its right to report credit history in order to limit the damage and tourists rights; (2) the lack of credit guarantees payment of travel online, as well as consumer psychology tourists traditional lack of credit secured online payment, currently a large part of the tourism e-marketing to delivery-based, online visitors are not really accepted form of payment, on the other hand there are phishing sites so that network security is difficult to obtain credit protection, a serious impediment to the healthy development of tourism e-marketing; (3) Tourism e-marketing regulatory mechanism is not perfect, our credit system is lagging behind, the lack of effective tourism e-marketing praise and promises of integrity, oversight mechanisms to punish violations, industry self-regulation has not yet formed; lack of normative (4) tourism e-marketing credit certification and evaluation methods, the lack of cooperation and exchanges between various credit services online marketing agencies, has not yet formed a sound scientific tourism e-marketing credit service system. Even the same credit rating target, due to different rating agencies and larger differences in rating results, seriously affected the credit rating of the main tourism e-marketing and image in the minds of visitors. And some of the more authoritative Rating Center released not only contrary to the real user reviews lack credibility, it is difficult to provide a valuable reference for tourists; such problems (5) Travel and Tourism Information Distortion credit fraud, tourists often travel information including complaints update does not lead to timely book, tourism product pricing and discounts untrue and inconsistent with the actual quality of service and product advertising, etc. In addition, a number of online travel service providers to compete for user-generated content hesitate to spend money on favorable market segments, did not experience a serious impact value judgments user.

Table 1 China’s e-commerce credit standards and regulations

Standards and Regulations	**Published and units**	**Contents**
GB/T29622-2013 E-commerce credit—the specifications for seller’s	2013.07 AQSIQ、SAC	Lays down the principles, subject, content and manner of disclosing the seller’s credit information for e-

credit information disclosing		commerce transactions, applying to third-party platform.
MOC's guidance on the construction of " 12th Five-Year Plan" e-commerce credit system	2011.12 MOC	Proposes guiding ideology, the main principle, goal and task and safeguard measures on construction of E-commerce credit system.
GB/T26841-2011 Transaction subject based upon activities of electronic commerce - Specification for enterprise credit archive	2011.07 AQSIQ、SAC	Lays down the basic content of business's credit files and credit repair in e-commerce activities.
GB/T26842-2011 Transaction subject based upon activities of electronic commerce—Specification for enterprise credit assessment index and credit grade	2011.07 AQSIQ	Provides the basic principles, evaluation requirements, evaluation, assessment processes and credit rating representation of corporate credit evaluation in e-commerce activities.
Certification rules of electronic commerce credit	2010.10 MOC	Provides the principles, subject, scope, implementation specifications, procedures and management mechanisms of e-commerce credit certification.
GB/T23792-2009 Guidelines for standardization of credit	2009.05 AQSIQ	Provides requirements for the development and implementation of credit standards, adapted to all kinds of subjects.
Opinions of the ministry of commerce on enhancing the regularized development of electronic commerce	2007.12 MOC	Provides the following seven opinions: Be fully aware of the importance of promoting normal development of e-commerce, regulate e-commerce information dissemination behavior, transactions and electronic payment behavior, safeguard measures and strengthen organizational leadership.
Electronic signature law	2004.08 The 11th session of the 10th NPC	Provides data messages and electronic signatures and certification norms and legal responsibilities, establishing the

	Standing Committee	legal validity of electronic signatures.

Credit System Construction

In December 2012, 228th executive meeting of the State Council passed the "Credit Industry Management Regulations", regulations became effective on March 15, 2013. 2014 is just the second year of Chinese credit; our credit building tourism e-marketing is just beginning. Tourism e-marketing industry credit system belongs to the category of social credit system, credit system, has standardized tourism e-marketing credit transactions subject behavior, providing tourism e-marketing credit decision support, protection and maintenance of tourist interest in the subject transaction e-marketing credit system for their own operational functions. Credit Problems of tourism for the e-marketing industry exposure and the relative backwardness of credit construction, established tourism e-marketing credit system, optimizing the credit industry environment, providing credit support system is extremely important for the sustained and healthy development of the industry.

Construction of tourism e-marketing industry credit system involves a culture of integrity, compliance management, economic management of three levels, according to Wu three credit theory, generalized credit is three-dimensional, including a one-dimensional integrity, two-dimensional and three-dimensional degree of compliance Truly degrees, tourism e-marketing industry credit system should belong to the broad category of credit. Therefore, we understand the tourism e-marketing credit system is three-dimensional, including a tourism e-marketing dimensional culture system integrity, dimensional tourism e-marketing compliance management system, three-dimensional tourism e-marketing truly trading system. According to the construction industry, the main task of the credit system, the core of the three-dimensional tourism e-marketing industry credit system for integrated management: e-marketing credit legislation tourism, trade, regulatory, service, dishonesty disciplinary mechanisms and cultural education in five areas. Overall, this paper constructs a three-dimensional tourism e-marketing industry credit system of the three-dimensional system composed of five subs.

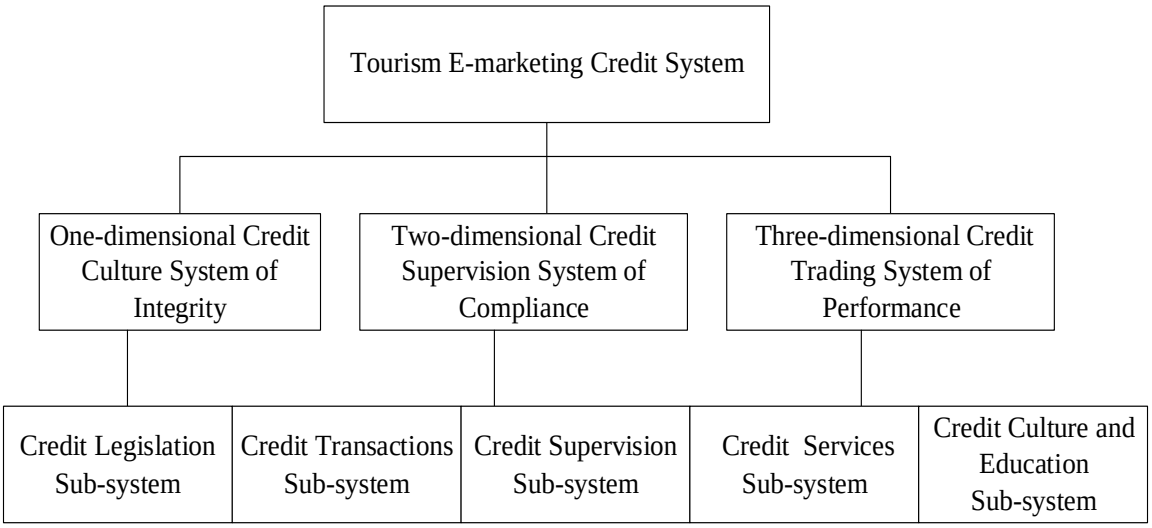

Figure 3 Tourism e-marketing credit system diagram

Credit legislation is primarily responsible for the establishment of a sound sub-system tourism e-marketing credit laws and regulations and risk management and self-regulation, the development of tourism development policies and credit e-marketing industry standardization system, provide guidance and travel based e-marketing industry to run the credit system.

Credit transactions of credit sub-system refers to the activities of the financial sector and tourism e-marketing transactions between enterprises and other subjects of mutual restraint constitutes an organic whole, a variety of commercial credit and financial credit for large-scale delivery in this system, to tourism e-marketing the main changes brought credit transactions or changes in production and marketing aspects of operating funds.

Credit regulatory supervision of government departments involved in the sub-system of industry self-regulation, social supervision and internal control four levels, to promote tourism in the e-marketing various actors to comply with regulations and compliance management. Credit regulatory system and an important part of good credit bad credit praise disciplinary mechanisms are running acquisition transaction integrity tourism e-marketing body or bad credit record, included in the "red list" or "blacklist" and publicity in accordance with legal procedures to those in need loan principal, maximize revenue and dishonesty integrity costs.

Credit services sub-system, including tourism e-marketing credit, credit rating and evaluation content, tourism e-marketing industry there are two categories of credit services business, namely tourism e-marketing credit information management

agencies and professional tourism e-marketing of credit rating agencies, their operations covering operating and selling credit information and credit products, and provide professional and so on.

Credit culture and education is the education sub-system of values and code of conduct, in turn, have a significant impact on the credit activities of e-marketing in the tourism activities in the form of credit and related credit management theory. Credit culture has guided tour of the behavior of e-marketing transaction-oriented features, Constraints tourism e-marketing function of the behavior of the transaction through the credit system and culture and ethics will tourism e-marketing trade body closely linked to abide by the common sense of credit, credit behavioral and cultural atmosphere of cohesion function. Credit management education credit primarily provides f nurture talent or tourism e-marketing activities.

Dimensional tourism e-marketing industry credit system of relations between the five sub-systems: (1) a one-dimensional culture system integrity, compliance management system of two-dimensional and three-dimensional trade system Truly independent self-contained; (2) the child credit legislation system is the basis of e-marketing tourism industry credit system construction, its impact penetration into credit transactions, all aspects of credit monitoring and credit services; credit transactions at the heart of the sub-system tourism e-marketing credit system, the other system directly or indirectly as a trading system services; credit monitoring sub-system of the tourism e-marketing credit trading system and credit service system to supervise and manage a variety of activities; credit service sub-sub-system of credit trading system running the necessity of providing auxiliary; credit culture and education sub-system is to maintain the other four sub- system operation basis.

Reflections on Construction of Credit System

Tourism e-marketing credit problems is not only an economic issue, but also a social problem, a serious lag will restrict credit building e-marketing tourism development, resulting in the downstream industry chain, the user experience is not even on the public network for tourism e-marketing and online trading loss of confidence, construction of credit system tourism e-marketing industry has distinctive characteristics.

Strengthen tourism e-marketing culture of integrity

First, the government departments to promote integrity Xing tourism e-marketing industry and strengthen the credit rating industry, the results of publicity and

promotion; secondly tourism e-marketing companies should pay attention to their main trading culture of integrity, consciously win their hearts, compliance, and keep one's word social responsibility; finally all kinds of media and travel trade users should be prepared to e-marketing public opinion, promote tourism internet marketing integrity culture.

Establish a sound regulatory rules Credit Tourism e-marketing

Tourism e-marketing credit supervision departments should accelerate the introduction of special laws and regulations in this field and related standards, the establishment of tourist rights system, regulate the industry credit information databases, improve the tourism e-marketing trade body, behavior and transaction management system transaction information and credit protection, integrity award and penalizing bad implementation rules, improve tourism e-marketing normative credit and credibility. In addition, to strengthen the tourism e-marketing industry self-regulation, industry associations established to guide and conduct credit business credit file service management.

Encourage and facilitate credit transactions and tourism e-marketing truly

Government should encourage the development of tourism e-marketing business entities consumer credit and consumer credit behavior to guide tourists, on the other hand, financial institutions should strengthen cooperation with companies, credit guarantee agencies, to improve the tourism e-marketing consumer credit support, while the government but also improve the legal system in the field of credit consumption, regulate the development of tourism e-marketing credit consumption.

Credit services to accelerate the tourism e-marketing training personnel and agencies

Credit problems and credit management industry is not only a problem of talent shortage is a global problem, the rapid development of the tourism e-marketing and credit issues constantly exposed to credit management theory and talent level have become increasingly demanding. Government should encourage universities, research institutes, credit services organizations with innovative forms of interactive research and teaching, cultivating innovative credit management personnel. Meanwhile, the state should strive to foster tourism e-marketing business credit services, the development of credit and credit rating agencies, establish a sound e-marketing travel credit information system, a good credit rating play a significant role in tourism e-marketing credit system.

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Discussion on the Component Factors of Online Shopping's After-Sales Service and Its Marketing Value—Based on the Consumer Perspective

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ABSTRACT

After-sales service is a key factor affecting enterprises to gain competitive advantages. The study, based on after-sales related literature at home and abroad as well as consumer interviews, applies the grounded theory to code the component factors of online shopping's after-sales service and uses the generic structure formed by coding to develop the questionnaire. Then, the study builds the model of the component factors of online shopping's after-sales service based on the consumer perspective through exploratory and confirmatory analyses. Furthermore, the study discusses its marketing value.

Key words: after-sales service， after-sales service of online shopping， marketing value

Since 1980s, there have been scholars studying the importance, functions and other aspects of after-sales service(Porter 1980).Until the end of the 20th century, after-sales service have become an independent study object(Asugman, Johnson, and McCullough 1997). For a long time, after-sales service has only been perceived by people as the last phase of the service process. In order to make the study of the service process complete, scholars have given it a further study. Under the new form of online transaction, after-sales service is in a serious lack of academic attention. From 1999 up to now, the rapid development of online transaction brings forth fast growth in China's economy as well as a bunch of issues, among which the issue of after-sales service is the most serious and is of an increasing importance as well(Zhu Zhaoli and Hu Lihua 2009). The inconsistencies of the received goods and those described by sellers, financial security risks, difficulties of logistics claim(Wang Jie, He Jingxian, and Jiang Chang 2012), trivial after-sales process and return difficulties(Yang Jilian 2011)and other issues make the monographic study of after-sales service more important. Studies have shown that 71% of consumers are dissatisfactory with sellers' after-sales service(Hong Yongqiang 2011). In addition, the "killing" express event of Yuantong Express happened at the end of 2013 once again draws intense attention to the importance of after-sales service. Therefore, the National People's Congress made the first material amendment of the Consumer Protection Law in almost 20 years and executed it formally from March 15th, 2014, making the provision of "Return in 7 days with no reason" of online shopping in respect to itself possess more powerful legal protection force.

As for the academic study of after-sales service, scholars mainly described the concept of after-sales from the relative transaction time node of pre-sales and in-sales, the giver and receiver of after-sales service and the main contents of after-sales service(Li Qi and Zhang Xianfeng 2006). In the aspect of the functions of after-sales service, scholars found that not only after-sales service could help enterprises achieve advantage differentiation, but also it could be used in consumer market segmentation(Kurata and Nam 2010), new product development(Goffin and New 2001; Goffin 1999; Goffin and Pfeiffer 1999), channel integration and market entry mode selection(Morschett 2006), even in the prediction on future goods and service(Lele 2008). And from the perspective of manufacturers(Charan 2001), scholars used investigation researches and cases(Ehinlanwo and Zairi 1996) to conduct the quantitative analysis by combining the causes and effects of the influencing factors of after-sales service upon the both parties(Mohammad et al 2011). Under the network environment, the pre-sales factors perceived by consumers would have an impact on their perception on the after-sales factors(Alzola and Robaina 2010). Scholars also conducted the empirical analysis of it from the perspective of consumer confidence(He Li and Liu Junhong 2008). Furthermore, monographic study of online shopping's after-sales service is currently rare.

From the above we can see that most of the previous studies are based on the manufacturer's point of view to study after-sales service. However, as the service economy grows fast nowadays, consumers' need of after-sales service is increasingly important. And this need has gradually become an important part for sellers to develop their service marketing strategy. Nevertheless, the needs of practice and academic research come apart from each other. The only existed studies of after-sales service based on the consumer perspective still just discussed the variables relationship(Alzola and Robaina 2010; Zhao and Wei 2013), and lacked discussion on the basic component factors of after-sales service. Especially under the network environment, the virtuality of the network makes the study of the content components of after-sales service of online shopping more important.

Thus, for the purpose of understanding the basic content components of online shopping's after-sales service, this study, based on the consumer perspective, adopting the method of grounded interview, concludes its categories and based on which, combining literature study, develops the content components into the questionnaire. Then, it builds the model of the component factors of online shopping's after-sales service through exploratory and confirmatory analyses and discusses its marketing value.

Study 1: Basic Categories of Online Shopping's After-Sales Service

Research Methods and Steps

Through the application of the grounded theory(Kathy 2011), this study explores the component factors of online shopping's after-sales service from 23 consumers (students and company employees) in the form of in-depth interviews. Then it uses the data gained from the interviews to code, and thus to form the basic categories of online shopping's after-sales service. All is done mainly by the following four steps:

First, conduct interviews with consumers, i.e., the main group of online shopping—students and company employees. The interview outline used by the grounded theory is not subjective judgments of the researcher on the issue, but guidance of the steps of online shopping's process to the interviewees, which makes the interviewees state the factors he/she concerns about the after-sales service according to one time of complete experience of online shopping's after-sales.

Second, present the original text contents of interviews according to the interview records and make initial codes. After sorting up the interview records, code the initial codes line by line based on the original written records of the interviews. Code the issue in accordance with the way in combination of "interviewee coding + subjects coding + answering sentences coding". Then, make open codes and semantic inductions based on the contents reflected and expressed by these codes.

Third, on the basis of initial codes, make focusing codes and make axial ones on

the basis of open codes. Do up logically, conclude and classify the categories obtained from the open codes to form conceptual categories. Link the categories with the sub-categories and get their concepts as well as attributes into dimensions. Then, make theory codes based on the axial codes, and theorize the categories.

Finally, analyze and make use of the codes results. Apply the coding results and literature researches into the following questionnaire design and verification process so as to pave way for and assist the design and analysis of quantitative study from the qualitative point of view.

Research Findings

According to the above steps, the interview contents of online shopping's after-sales service are coded after they are sorted up. Then, they are coded line by line to form 6 sub-categories which belong to 3 categories. As shown in Table 1, category "experience of after-sales issues" is made up of the sub-category "after-sales issues", indicating main after-sales issues experienced by consumers in the online shopping experience. Category "settlement of after-sales issues" includes 3 sub-categories, i.e., "satisfactory settlement", "dissatisfactory settlement" and "return or changing decision", indicating consumers' opinions on the settlement of after-sales service and decisions on whether to exercise its after-sales rights. Category "repurchasing reasons" contains 2 aspects of "the seller's service" and "logistics and network platform service", indicating main reasons for consumers to decide whether to repurchase.

Research Validity and Reliability

Research validity. Validity refers to the extent to which the empirical measurement reflects the true meaning of the concept. It is generally measured by face validity and practical validity. Face validity mainly measures the quality of an indicator, that is to say, whether the indicator can measure the variables studied scientifically and rationally or not.(Earl 2010) The grounded interview mainly aims to study the component factors of online shopping's after-sales service perceived by consumers. Therefore, interviews will be carried out under the network environment. And get online process into "actions" with reference to the thoughts of Taylor's action analysis, reducing and simulating the process of online shopping's after-sales service, so that make sure the measuring range and sources of the potential factors. So, face validity is good. Practical validity, however, embodies in the operational definitions of some concepts that have been reached a consensus in academic circle, for instance, online shopping age, frequency and experience and others. As a result, grounded coding maintains practical validity.

Research reliability. Reliability refers to whether it can get the same data from the repeated observations of the same phenomenon. Since the recording and coding of all the questions are independently finished by the writer to the interviewees, it can not avoid the intervention of subjectivity. Although there is no affective way to

organize the individual subjectivity intervention of the observer [21], the write makes some efforts from two aspects as to reduce this phenomenon. Firstly, control the interview process. In the interview process, except for the hints for process nodes (e.g., "In the after-sales phase, what will you do first? Next?...Then?") and the inquiries about the interviewee's concerning point in each phase (e.g., "what do you think that you are concerned most about in this phase"), no comments or guidance should be made to the interviewee. Make the interviewee free to play to ensure the reality and credibility of the contents of the interview. Secondly, deal with the contents of the interview. It shows in the coding of the contents of the interview. To avoid "practice effect", "pretest—posttest", representing the method of conducting the same measurement twice at different time, can not be used. Hence, as for the measurement of reliability, the only method can be used is the method of cumulative evidences, namely, invite many coders to code on the same data and cautiously solve the disputes raised among coders. For this, the writer herself coded on them as well as invited two professors of marketing discipline to code on them separately. The writer afterwards invited some experts and scholars to put forward their suggestions on coding. It was found that there were some discrepancies among coders, but most of the codes and classification were the same, just slightly different in diction. In consequence, use the inclusive approach which means to merger the same and add classification codes or categories to the different to deal with the discrepancies. The results can judge that the grounded interview and its codes are of good reliability. On the other hand, the comprehensive codes of the three people, together with the suggestions of the experts and scholars, basically makes the coding saturated.

Study 2: Component Factors of Online Shopping's After-Sales Service

Research Methods and Steps

On the basis of the categories of the component factors of online shopping's after-sales service obtained from study 1, the initial questionnaire of 44 items in total is formed by combing literature researches. Since the group of students in school and company employees are the main online shopping groups and are representative samples of the survey, and to ensure the conformity of the analyses of the initial questionnaire and the formal one, the group of students in school and company employees are chosen as the respondents in both the pre-survey and the formal one and distribute the questionnaire in paper.

As for the main part of the questionnaire—the items of the component factors of online shopping's after-sales service, Likert Scale is used to make consumers determine their attitudes towards the component factors influencing online shopping's after-sales service. To make the test have higher accuracy, Likert Scale is therefore used.

The pre-survey is performed in Xiamen. 280 questionnaires are distributed, among which 234 are valid while the rest are invalid, making the effective percentage 83.57%. Through the analysis of items in pre-survey, 36 items are deleted and 9 are reserved. After the deletion, the value of Cronbac's Alpha reaches 0.808.

There are 600 questionnaires in paper distributed in the formal survey. A total of 545 among them are valid, making the effective percentage 90.83%. In order to better analyze the exploratory factors and confirmatory ones, make exploratory analysis of the data of the questionnaire numbers from 1 to 350 and make confirmatory analysis of questionnaires numbered 351 to 600. Consequently, among the former 350 questionnaires used for exploratory analysis, 310 are valid and 40 invalid with the effective percentage of 88.57%; among the 250 questionnaires used for confirmatory analysis. 235 are valid and 15 invalid, with 94% of the effective percentage.

TABLE 1

Categories of Influencing Factors of Online Shopping's After-Sales Phase

Categories	Sub-categories	Interview Contents & Numbers
Experiences of after-sales issues	After-sales issues	0242-02 The actual goods was inconsistent with that described online(Large differences in material, gloss and color) 1442-02 Misleading pictures and descriptions——It may be expected as 12 pairs of socks while it turned out to be only 1 pair received.
Settlement of after-sales issues	Satisfactory settlement	0351-01 Zhuoyue website had manual telephone for interview tracking (Zhuoyue's action) and was concerned about the reason why consumers returned the goods back before, which consequently offsets the influences of former return. 1451-02 I felt warm in the heart when there were after-sales inquiries from sellers. 2141-02 When I was buying, the seller promised that the package was of high quality and it was free to return and try; the express company promised that the courier would come to door to collect if return was needed, which makes me feel moved and thereafter I will shop on VANCL. 2251-05 The seller cooperated with the manufacture, so I can get maintenance near school.
	dissatisfactory settlement	0521-09 I bought some furniture, but the seller didn't help me with installation, which makes me totally speechless. 0651-02 For example, I can't install it by myself for it was dismantled when it was sent to me，To deal with the issue by online chatting was not good, while the seller didn't want to assume the cost of telephone communication. What's more, the seller was busy and didn't want to talk to me at most of the time. 1124-06 I have to pay for double fares of the return and I initially shopped online for the cheap prices. However, the payment for the return is almost equal to the price of the actual goods. 1724-07 After I returned the goods to the seller and they told me that they were out of stock and did me a refund. But then I lost the double fares and energy that I spent on the goods.

	Return or Changing Decision	0524-11 Returns will be made based on if the goods is cheap, whether I have bought freight insurance or whether the seller have insurance cooperation with Taobao. 0942-04 If only the seller agrees with the return and I can pay one of the fares, even double because I do not want to spend too much time on the return and I will get angry and mad every time I see it. 1624-02 Inappropriate style is acceptable while inappropriate size will result in returns. 2321-04 If encountered with issues, I will communicate with the seller for returns. If this doesn't work, I don't mind the intervention of Taobao customer service.
Repurchasing reasons	Seller's service	0442-10 The price is not very high and I lost just a little, but I will learn the lesson and never buy it again. 0642-06 I didn't realize that I would buy in this store and I thought that the bad experience would be left behind me. However, in reality, I didn't repurchase again. 1432-02 I will repurchase if the seller is of good attitude; otherwise, if the seller ignores me, I will never buy in the store again.
	Logistics and platform service	0742-04 In addition, if the logistics regulated by the store has a bad attitude, and things cannot be replaced or money needs to be added, I will never repurchase either for I think it is troublesome and there is no need to hurt both of us. 2032-03 I think the service and regulation of the website are also very important. Whether the shopping process is smooth, shopping is secured and it can really help us consumers to solve the issues when we happened to them are all reasons that I will repurchase.

Data source: Sorted up by the author based on the interview contents.

Analysis of exploratory factors. Use spss20.0 to analyze the exploratory factors and we get the value of KMO 0.794, representing the higher validity of the whole construction of the Scale and its suitability for factor analysis. The approximate chi-square distribution of Bartlett's test of sphericity is 669.366, degree of freedom is 36 and significant probability value $p=0.000<0.05$, reaching the significant level and suitable for factor analysis. However, in terms of the factor homogeneity, the value of item AS16 is 0.467 and its load value is below 0.5. Thus, this item should be deleted and conducted the exploratory analysis once again to reach Table 2. After 5 iterative shafts, there are 3 main factors ordered according to the factor loadings from high to low as shown in Table 2. These 3 factors can explain 69.68% of the component factors of online shopping's after-sales service, which shows that these 3 factors are rather representative. Herein, factor 1 is made up of items AS28, AS 27, AS 35 and AS21; factor 2 consists of items AS40 and AS39; factor 3 includes items AS14 and AS12. Thus, there are 8 items in all forming up these 3 factors.

According to component items of each factor, name these 3 factors as follow: factor 1—settlement of after-sales issues, indicating consumers' recognition of after-sales issues comes from their attention on the resolution process, effectiveness and responsibilities of both buyers and sellers; factor 2—repurchasing reasons, indicating consumers may repurchase because of their satisfaction towards after-sales service owing to sellers and online transaction platform; factor 3—after-sales service issues experience, indicating consumers once experience after-sales service issues. The after-sales phase contains 8 items and Cronbach's Alpha value is 0.791, representing better reliability of the questionnaire.

Analysis of confirmatory factors. In accordance with the results of the analysis of exploratory factors, it carries out the analysis of confirmatory factors on Scales of each phase of online shopping by AMOS 20.0, including herein first-order confirmatory analysis and second-order confirmatory analysis. The purpose for conducting first-order confirmatory analysis is to verify whether the structure types obtained from the previously conducted exploratory analysis adapt to the actual data. Second-order confirmatory analysis is aimed at seeking for whether there is a relatively high-order impact of latent trait of the original first-order factor. And this high-order structure can explain all constructs of first-order factor.

(1) First-order confirmatory factor analysis. The results of first-order factor analysis initially show that all the models meet the basic requirements of model fitting. So the indicators of confirmatory factor analysis can be directly applied to judge the goodness of fit of the models.

In respect of the assessment of the models' external quality: the P value of Chi-square value equals to 1.19, higher than 0.05, which indicates insignificance; CMIN/DF is 1.413, lower than 2; RMSEA value shows 0.042, lower than 0.08; GFI is equal to 0.974 and AGFI 0.945, both being higher than 0.9. The above 5 values

indicate that the goodness of fit of the models is satisfactory in the statistic indicators of absolute fit. Meanwhile, NFI is 0.960, with RFI being 0.935, IFI 0.988, TLI 0.980 and CFI 0.988, all being higher than 0.9, which means that the above 5 values have a better goodness of fit of the models in the statistic indicators of incremental fit. And PNFI equals to 0.583 and PCFI equals to 0.600, both being higher than 0.5, which shows that the goodness of fit of the models in the statistic indicators of simple fit is acceptable. In consequence, it can be drawn that the overall goodness of fit of the models is good from the above statistic indicators of absolute fit, incremental fit and simple fit.

In respect of the verification of the models' internal quality: the standardized load of each indicator is higher than 0.6 and significant; AVE is higher than 0.5 and CR is basically greater than 0.7; the value of Cronbach's Alpha is 0.778, greater than 0.7.The above 4 indicators represent the preferable convergent validity of the models, while the mean value of AVE of every two latent variables is higher than the square of the correlation efficient of the two, which shows good discriminant validity of the models.

As it shows above, first-order confirmatory analysis model can fit with the sample data and is consistent with the previously set model structure. Thus, it tried to conduct second-order confirmatory factor analysis to verify whether these 3 factors can be interpreted by a latent factor of high order (i.e., composition of online shopping's after-sales service)

(2) Second-order confirmatory factor analysis. On the basis of first-order confirmatory factor analysis, conduct second-order confirmatory factor analysis. According to the suggestions on revised index of the models, use the indicators of confirmatory factor analysis to judge the goodness of fit of the second-order confirmatory model.

In respect of the assessment of the model' s external quality: the P value of Chi-square value equals to .0243, being greater than 0.05 and insignificant; CMIN/DF is 1.219, lower than 2; RMSEA value is 0.031, lower than 0.08; GFI is 0.979 and AGFI is 0.954, both being greater than 0.95. The above 5 values shows that the goodness of fit of the model in the statistic indicators of absolute fit is great; while NFI is equal to 0.968, with RFI being 0.944, IFI 0.994, TLI 0.989 and CFI 0.994—all are greater than 0.9. These 5 values indicate the good goodness of fit of the model in statistic indicators of incremental fit. And PNFI is 0.553 and PCFI is 0.568. Both of them are over 0.5, indicating that the acceptable goodness of fit of the model in the statistic indicators of simple fit. Therefore, the overall goodness of fit is good from the statistic indicators of absolute fit, incremental fit as well as simple fit.

In respect of the verification of the models' internal quality: the standardized load of each indicator is over 0.5 and significant; AVE is over 0.5 and CR is over 0.7; the value of Cronbach's Alpha equals to 0.802, greater than 0.7. The above 4

indicators indicate that the model's convergent validity is rather good; however, the mean value of AVE of every two latent variables is greater than the square of the correlation coefficient of the two, which represents the model's good discriminant validity.

It is thus clear that second-order confirmatory analysis model can fit with the sample data, declaring that the 3 factors, namely, the settlement of after-sales issues, repurchasing reasons and experiences of after-sales service, can be explained by the latent factor of higher order—composition of online shopping's after-sales service.

Demographic differences of the component factors of online shopping's after-sales service. Use independent sample T test and variance analysis in spss20.0 to conduct difference analysis of the gender, age, education, occupation and income in the component factors of online shopping's after-sales service.

(1) Age. As for the issue that whether the inconsistency of the described and actual goods is tolerable or not, the subjects of 25-34 years old are of relatively high tolerance than those of 15-24 years old; nevertheless, the subjects of 15-24 years old are

Table 2 Component Matrix of Online Shopping's After-Sales Service After the Shaft

Items	Components		
	1	2	3
AS28：It is important to solve the convenience of after-sales service.	0.854		
AS27：It is important to solve the timeliness of after-sales service issues.	0.803		
AS35：Sellers should be together with other providers of after-sales service to solve issues.	0.680		
AS21：Actively contact sellers for solving after after-sales service issues occur.	0.612		
AS40：Probably repurchase in the shop if consumers feel satisfied with its after-sales service of the network platform.		0.863	
AS39：Probably repurchase in the shop if consumers feel satisfied with its after-sales service.		0.837	
AS14：Have experienced defects in the quality of the received goods itself.			0.860
AS12：Have experienced the situation that the received goods is inconsistent with the described one.			0.829

a. Use the maximum variation method of the principal component analysis to shaft between factors and form the matrix after the shaft of 5 iterations.

Data source: Based on SPSS data analysis results.

More tolerable than those of 25-34 years old when it comes to the dissatisfaction of network platform after-sales.

(2) Education. The subjects of junior college degree concern more about proactive cares from the sellers and the network platform than those of graduate or above degree do; the subjects of graduate or above degree are more likely to repurchase because of the consulting and value-added services of after-sales than those of university degree.

(3) Occupation. Company employees care more about whether returns can be assured of after-sales than students; however, when it refers to the after-sales service experience of whether the inconsistency of described and actual goods is tolerable, students have a higher tolerance compared with company employees and they are concerned on the value of the actual goods, on which they decide whether to use their after-sales rights. That is to say, students, relatively to company employees, are more tolerable with the dissatisfaction of the network platform after-sales.

(4) Income. The subjects of 2001-4000 RMB monthly disposable income, compared with those of 1000-2000 RMB consider proactive cares from the sellers and network platform more important; the subjects of 500 RMB and below monthly disposable income have a higher tolerance of the inconsistency of the described and actual goods than those of 2001-4000 RMB and pay more attention to the value of the actual goods, on which they decide whether to use their after-sales rights, namely, subjects of lower income are of more tolerance than those of higher income with the dissatisfaction of the network platform after-sales.

For gender differences, the survey data do not show the difference of gender made to component contents of online shopping's after-sales service.

Marketing Implications

According to the component factors of online shopping's after-sales service and its difference analysis on the aspect of demographic variables obtained from the study, marketing implications can be drawn as follows:

Subdivide consumers by using the demographic differences of the component factors of online shopping's after-sales service from the perspective of consumers. Consumer subdivision can be made in accordance with the demographic differences of the cognitive factors of online shopping's after-sales service. For occupation, this study finds that company employees are more concerned about the importance of the in-sales factors—logistics and platform protection and are more willing to pay the cost of after-sales than students. Moreover, they pay more attention to the sellers' after-sales logo in the buying process. So, goods aiming to company employees can emphasize on the protection of logistics and platform and provide the choice of fees of after-sales protection. Meanwhile, students have a higher tolerance of the defects of the actual goods than company employees do and they care more about the value of

the actual goods, on which they decide whether to use their after-sales rights. Thus, goods taking students as the main consumer group can pay more attention to its fashion and cost performance. Of course, consumer subdivision can also be made among consumers according to age, education, monthly disposable income and character and so on.

Dig consumer value in accordance with the component factors of online shopping's after-sales service from the perspective of consumers to develop new products and set after-sales outlets. Dig values of different consumers based on the component factors of online shopping's after-sales service and its differences and furthermore, dig in depth consumer value by combining specific after-sales service required by different types of goods and goods familiarity. Manufacturers can develop after-sales service products and supporting after-sales service goods based on the types of goods required to be developed and familiarity of goods to consumers. For instance, the design and development of technologies and parts of durable goods, or the layout of after-sales service chain stores, as well as settings of products physical image displaying stores and after-sales service repair stations and others. All is to better use the component factors of after-sales to dig consumer values, develop new products and set after-sales outlets.

Integrate after-sales service providers to improve overall quality of after-sales service and consumers' perceptive value of online shopping. In reality, network businessmen have noticed the power of integration. For example, Taobao website has integrated services from the sellers and capital depository party (PayPal) such as the system of compensation in advance. In 2012, it integrated insurance companies and logistics, pushing forward refund freight insurance, and pushed out its own network platform insurance programs of household, electrical appliances and electronic goods. All these indicate that Taobao, as a leader in network platform, has already realized the importance of after-sales service and it has been trying continuously to integrate its service to promote the overall service quality as to increase consumers' perceptive value of online shopping. This not only illustrates the importance of after-sales service to sellers and consumers, but also reflects the value of after-sales service. However, not only network platform needs to play a leading role in integration, sellers directly transacting with consumers need also integrate all aspects of after-sales providers to enhance their own ability to deal with after-sales issues and their after-sales responsibility. And sellers can integrate entity providers of after-sales service in all regions or provide one-stop after-sales service (e.g., send products of any after-sales issue back to sellers and sellers deal with them by return or maintenance and others.). All these measures can improve the shopping psychological safety of consumers, which accordingly increases the possibility of repurchase.

General Discussion

Through literature review, grounded research and questionnaire survey, this study obtains the component factors of online shopping's after-sales service based on the consumer perspective as follows: experiences of after-sales issues, repurchasing reasons and settlement of after-sales issues. And based on this, this study verifies the demographic differences of the component factors of online shopping's after-sales service. It finds that young and middle-aged people are relatively more tolerable with the occurred after-sales issues of online shopping than teenagers, but they have a higher requirement of the settlement of after-sales issues with respect to teenagers; compared with groups with higher education, the lower ones care more about the after-sales cares from sellers while the higher ones are more likely to repurchase owing to the after-sales consulting and value-added service provided by sellers. In terms of occupation, company employees, in comparison with students, care more about the specific contents of after-sales service and whereas their tolerance of the settlement of after-sales service is comparatively lower than students. As for income, groups of higher income are more concerned about the after-sales cares from sellers when compared with those of lower income, while groups of low income are more tolerable with the dissatisfaction of network platform after-sales than those of middle income. In the course of the questionnaire survey, no gender difference is shown in the component factors of online shopping's after-sales service.

Finally, this paper brings the marketing value brought by the results of this study into discussion and makes suggestions on marketing innovation from the aspects of consumer subdivision, consumer value digging, new products development, after-sales outlets setting and after-sales service integration.

Therefore, the findings of this study are as follows: on one hand, it enriches the theories of network marketing and service marketing. On the other hand, it is of reference significance for sellers to understand component factors of after-sales service under the environment of online transactions and apply them to the practice and innovation of after-sales service marketing. Certainly, there are limitations as well in the study process, mainly reflected in 3 aspects. First, as basic study, it fails to use mature theories (e.g., network ecosystem theory) to conduct systematic analysis from multiple perspectives on the studied contents. Second, qualitative coding is of individual subjectivity and due to the limitation of time and space; it doesn't make interview tracking on the interviewees again. As a result, the differences of the interview contents brought by time variation are not fully taken into consideration. Finally, the scope of sampling is not wide enough and the sampling of occupation types is not rich enough. So, in future studies, all these aspects can be improved.

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Marketing Management Dimension Innovation in the Internet Development

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ABSTRACT

With the subversive innovation and development of Internet and mobile Internet, changes in lifestyle changes and the enterprise marketing management also plays a huge role. Marketing management tends to diversification, the embodiment of the concept of a multi dimension. With the dimensions of the change, marketing management factors need to be considered and according to the different scenarios of coping strategies will be an important change. From the angle of dimension, describes the characteristics of each stage and the case analysis of marketing management.

Keywords-Internet; marketing management; innovation; dimension

Introduction

Market determines strategy. With the advent of the Internet and mobile Internet, after years of development, marketing management tends to be diversified and embodies the concept of a "dimension" [1]. It is one-dimensional (1D) when an advertisement broadcasts in magazines or on televisions, whose time axis and layout are mode of this dimension. Along with the Internet to enter the field of marketing, breaks the limits of time and space, therefore it becomes a two-dimensional (2D) world, and the time can go backwards, space can be infinite. With the development of mobile Internet and social networking, two-dimensional space network world increases the network relationship of human society, and becomes a new three-dimensional (3D) world. With the dimensions of the change, marketing management factors need to be considered and according to the different scenarios of coping strategies will change greatly. This paper studies the characteristics of each stage and dimensions.

Traditional newspapers and magazines

Traditional public relations and advertising of the first stage, representatives of the media are newspapers, magazines and television broadcasting. TV commercials are limited; magazines and newspapers' advertisement layout are limited too. All these are restricting their development unlimitedly.

The traditional media marketing

The literary and art circles have been such a statement before, if you haven't had a chance to make big movies, as do some TV plays every day, at least to mix a familiar face in television. Although a little taste of ridicule, in fact, it is quite reasonable (as shown in Figure 1).

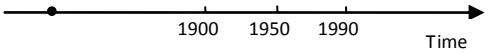

Fig. 1 Schematic diagram of 1D marketing management

Although the film market is also very popular, however, a well made big movies, we remember only one of the male leading and most of the supporting roles cannot be remembered. TV drama is different, not only one TV series broadcast is dozens of sets, but also most of the time a lot of televisions in the play even take turns to play several rounds. The actor's popularity is very easy to improve. Therefore frequency and exposure rate are important. Once star’s high visibility is out of the public sight for a long period of time, it is easily to be forgotten.

The first stage characteristics

This phase is characterized by rude and rough. Rude refers to launch strategy that high-profile televisions, newspapers, magazines and radios in the different segments, are used. Especially the super advertisers directly win the brand king of CCTV. Rough means advertisers blindly believe that their brand position is high-end, so they just want the user to be able to accept it. At this stage, the successful case such as "no gifts for the holidays this year, only gifts melatonin". Of course the success with Shi Yuzhu on the grasp of human nature is not divided. Then the journey of the game for the game industry has brought a subversive revolution [2].

A problem of this stage is the huge initial investment, and small investment has no effect. The bigger issue is that it is difficult to directly assess the investment details. From the perspective of marketing management details, such marketing activities is difficult to form a benign circulation, even if the occasional success is also difficult to form experience and be copied. In addition now TV slowly reduced, magazines and newspapers sales plummeted, and many have been discontinued, large-scale advertising on televisions and in newspapers and magazines business has become less and less.

An unlimited extension of the Internet

The second stage produces "direct real-time interaction" and "pay for performance" due to the Internet to join. The invention of the Internet may be one of the greatest inventions in history. The scope of the network becomes infinite, no page limits and no limits of time and space. From the dimension, it becomes two-dimensional space. Representatives of the media at this stage is the network media, especially the outstanding performance of the forum (as shown in Figure 2).

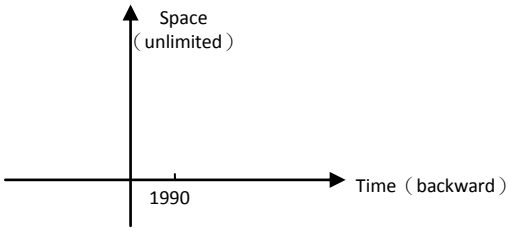

Fig. 2 Schematic diagram of 2D marketing management

The second stage characteristics

The Internet natural characteristic is which makes the transmission of information more efficient, convenient and low cost. Because of network connection's cross time zone and cross regional, net citizen always connect to the network. Therefore, before all kinds of network technology has not yet appeared, the Internet is popular "1000 attenuation law". Namely one of 1000 browse information Internet users is interested with the information, and at least one of 1000 interested Internet users has purchase behavior. This law is practical and is proved by a lot of websites and forums. Therefore, this law also gives birth to the first batch of "platform" Internet Corporations.

With the development of the network platform, the explosive growth of network information becomes more important to the network user selection. Marketing activities of this stage are accurate and timely interaction.

Cookie Technology

Cookie, sometimes using the plural form of Cookies, refers to certain websites storing usually encrypted data in the user local terminal data in order to identify the identity of the user and session tracking. Generally speaking, Cookie can record the user's Internet records, when online, which web sites and what operations are completely recorded. Therefore, for those advertising company who collect Cookie, they can know the users preferences, such as what time online, which browse contents on the Internet, what to buy, what keywords search. Through the analysis of these data, it can get more valuable information, such as Internet users' age, gender, pay the purchase ability etc. These privacy thing is very useful for advertisers.

The progress of Cookie technology directly and effectively enhances the "1000 attenuation law," because it can be very accurately find the target user. So instead of the above mentioned in the first 1000 decay to a great extent, it can be directly transformed purchased by the user, and the second 1000 attenuation quantity can be effectively reduced to 500 attenuation even the 100 attenuation.

The Baidu Incorporation is reached a peak by virtue of these technology. In 2013 the annual turnover, Baidu becomes the largest advertising company Chinese more than CCTV no doubt. And Taobao after ten years of development, many shops discover that the original Taobao is an advertising company, because Taobao realizes profit through the Cookie technology and the search ranking advertising.

Forum marketing

Cookie technology to solve the problem of accurate, timely interaction problem is another achievement many brand network tool -- network forum [3]. The forum is a kind of common interest of net friends in the Internet together on a special topic for discussion. For many young people, before deciding to purchase goods, tourism, even all aspects of ordinary life, get enough information or get the trust of the people's recommendation to take action in specific Internet forum. Therefore, the forum about a certain brand influence is very critical. Online water army begins to appear firstly from the forum and gradually grows to become a force to be reckoned with China internet. Of course, differences also exist in the attitude toward online water army. In the drive, promote some brand success at the same time, there are also negative effects owing to network malicious slander, vulgar hype etc [4].

Large data of Internet Marketing

In the Internet era, each user acquisition cost becomes the key threshold in many industries. Generally speaking, clothing and shoes users, about 50-100 yuan can obtain a user; large shopping website users, may be reduced to 20-30 yuan/user; game users about 10-20 yuan/user. So when a top network game industry can average 1/10 to obtain a user, and to a huge number of users, it may soon go into profit era.

As the Internet has been developing for decades, when the accumulation of data over the network to the traditional methods cannot timely be treated, it produces a large data technology. Large data refers to the data quantity huge not to capture, manage, process and arrange data to help business decision-making more active information within a reasonable time through the current mainstream software tools. With the ability of large data, Baidu can recommend matching spokesman for top brands. For example, before Wu Mochou's endorsement of Pepsi Cola, Baidu from Baidu index, Baidu billboard and other data knows that Wu Mochou's attention and visibility is very high, even beyond the Faye Wong, Li Daimo and other popular characters. In fact, Wu Mochou's debut will be controversial, but from the Baidu large data analysis, these disputes is limited to each of her audience different feeling, not her own negative or gossip. After Pepsi views these data discovers that Wu Mochou has a considerable reputation, and distinct personality, with a new generation of strong positive energy. With these data support, Pepsi's choice of Wu Mochou is very easy to understand. In fact, Wu Mochou endorsing Pepsi, Pepsi related search and brand mentioned degrees once again rise to a new height.

Nuclear fusion effect of mobile Internet and social networks

The third stage is to subvert the innovation of mobile Internet users' behavior in depth.

The third stage characteristics

This phase is characterized by real users deeply involved in. All kinds of PC related application are very difficult to heartily attract customers, which may also be due to users' worried on the network and social concerns. So we are accustomed to using the net or a meaningless code. But the mobile Internet does not exist this problem, each of the mobile phone is an identity, and the identity of the disguised cost compared to PC is much higher, so that almost no one uses the network vest.

Micro-blog and wechat makes China truly enter the social networking [5]. These products and technology progresses happen to the generation after 80s and 90s becoming more and more mature and gradually into the mainstream of network society the more important trend together.

When we discover the marketing management topics, there has never been such a special case: common characteristics of a kind of people is same and with their elders is different. This kind of special people came into contact with the computer and network in middle school. There is no more obstacle to deal with strangers on the Internet than with people in real life. They live in the virtual environment of the time even more than the normal life. They extremely doesn't like the restrictions and fetters of elders. They like treason when they are born, called innovation and not taking the unusual way. In addition, from the perspective of social status of cruel, they may also enter the society for many years, but increasingly high house prices have made many people give up purchase. Thereby it changes many of their shopping habits. Of course, online shopping for these people is almost life necessary.

Mobile Internet Marketing

Third phase of the case can be fully known with the micro-blog and wechat, especially wechat, in the future which has a lot of changes and imagination.

The Internet produces an important concept -- "fans economy". The fan can be a fan of brand, such as Xiao Mi, and the fan can also be a fan of media. These fans are closely linked and connected together, which may be a wonderful changes in marketing. "Overlord meal" is an active recently discussed by "logic thinking" member community (since the media celebrity Luo Zhenyu fans group). Because such a close member community has a reputation and a strong effect of spread, many restaurants provide catering services voluntary free.

Therefore, in the mobile Internet era, the media monopoly is broken. Consumers become a producer and disseminator of media information and content. It is not established that the business hope through bribe media one-way, broadcast manufacturing hot commodity induced model of consumer behavior.

The mobile Internet has greatly reduced the human communication cost. The field of sociology often refers to the "the 6 degree relation ", which is easy to become the "the 4 degree relation " and "the 3 degree relation". When the 6 degree declines down to the 3 degree, the connecting difficulty of people and the connecting difficulty of

brand and consumer become more and more simple. In essence, if brands can be directly associated with consumers, such as producing connection and coordinating a lot of services or products production, it will be strongly suppressed all the intermediate links of tradition, especially advertising links. Therefore, when Taobao businesses share the information of the goods in wechat circle of friends, sensitive Ali immediately blocks on wechat. In addition, Ali feels a mortal threat from wechat, so it produces "communication" instead of wechat, and officially launches the war of power with Tencent.

The Internet giant struggles

In the three Internet giants BAT (Baidu, Ali and Tencent) company, a consensus of the Internet industry is that Baidu's emphasis is flow, Ali's emphasis is market, and Tencent's emphasis is people and relationships. Therefore, when Ma Yun's Ali is distressed in listed and a market value of 100 billion dollars. Tencent value is discussed when it will reach 150 billion dollars or 200 billion dollars.

The next few years, the most important aspect of China Internet is open and secret fight with Tencent and Ali: Ali has been strategic stake in Sina micro-blog, recently linked with strategic stakes Qihoo 360, Ali feel more pressure shown from all the signs. Whereas Tencent slowly attempts with various kinds of applications. Wechat payment in the short time has caused a strategic threat to Alipay, and Tencent has formed a closed loop in electric business, group purchase and O2O.

When we talk about the huge business opportunities for mobile Internet, China also has a "huge population bonus" which has not been fully played out. Imagine as ordinary people pay more attention to education, health, food safety, environment, and so on, the combined with a single "person" unit entity economy and network economy brings China Internet more space for imagination. Because "strong relationship" between people is added in the Internet, the Internet dimension adds to three-dimensional (as shown in Figure 3) far ahead of one-dimensional and two-dimensional of the competitors.

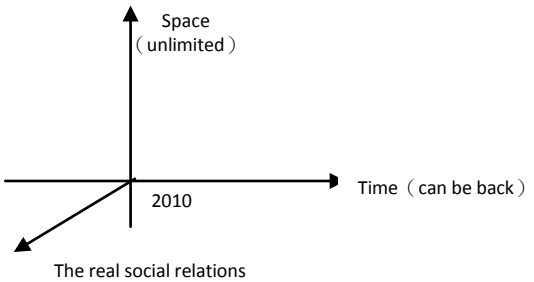

Fig. 3 Schematic diagram of 3D marketing management

Summary

In the first ten years of twenty-first Century, it has been proved to be China Internet gold ten years along with the rapid development of economy China. Giant Internet Corporations such as BAT was born in the Internet field, which have enough influence in global Internet domain. The second ten years of this century, with the opening of the social network, and with the closely combination of mobile Internet and people's daily life, China will appear new opportunities leading global Internet tide.

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How to Improve Customer Value: Suggestions from Firms' Networking Capability

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ABSTRACT

This work explores how a firm with networking capability improve customer value through organizational innovation, relational learning and marketing effectiveness, thereby achieve firm performance. The customer value creational processes analyzed are within 212 Chinese firms in B2B environment. According to questionnaire survey, the findings highlight that networking capability indirectly help build up customer value via organizational innovation, relational learning and marketing effectiveness, and customer value directly help build up firm's performance in the B2B context. The study contributes to literature of industrial networking capability and creation of customer value, and the findings provide managerial implications as to how to enhance the customer value and business performance in the B2B context by leveraging firm's networking capability and creating value for customers.

Keywords: Networking Capability; Organizational Innovation; Relational Learning; Marketing effectiveness; Customer Value

Introduction

In recent years, more and more practitioners and marketing researchers are interested in networking capability, because business relationships as the primary source of competitive advantage(e.g. Dyer & Singh, 1998; Mesquita, Anand, & Brush, 2008). A firm's relationships influence not only the firm's capabilities but also other firms' perceptions of those capabilities (Baum, Calabrese, & Silverman, 2000). Partanen and Möller (2012, p.481) argue that: "the academic literature has yet to propose a systematic managerial tool for the strategic network building process", and Human and Provan(1997) presented various organizational outcomes in SME networks, marketing researchers still should develop a deeper appreciation of networks' dynamics (Brass et al., 2004; Madhavan, Koka, and Prescott, 1998).

Mitrega et al.(2012) proposed the concept of networking capability(NC) and that NC represents an important factor that significantly influences firm performance. In addition, a focus on the downstream (customer) as well as on the upstream (supplier)(Mitrega et al., 2012)

has helped to understand the essence of business exchanges (Sabrina et al., 2013) and customer value created by supplier and customer interaction. Since most researchers agree that customer value is a fundamental construct in marketing theory (Wolfgang Ulaga, 2001), the logical next question should be: how can industrial companies develop networking capability for creating customer value? Unfortunately, most previous studies of networks and entrepreneurship have focused on network content and network structure at a given point in time (Chabaud, Fayolle, Jack, & Lamine, 2012). A few studies have focused on firm's networking capability for (e.g. Hite & Hesterly, 2001). Anderson, Dodd, and Jack (2010, p. 122) argue that compared with the role of networking in start-ups "we know much less about how networking operates and changes".

This paper's aims are to: (1) examine the presence and role of business networking capability that has been linked to customer value through organizational innovation, relational learning and marketing effectiveness which create "layered" advantage and (2) ascertain the nature and importance of networking capability in facilitating firm's performance. The overarching goal of the current paper is to add to this understanding by examining the networking capability in terms of what types of organizational behaviors are realized, how it is done and whether customer value creates or not. We take networking capability as a standpoint for our paper in investigating customer value and firm's performance as the results of the business-to-business organizational multilevel.

The research provides two main contributions. First, the study identifies and empirically examines specific networking capabilities that enable firms to effectively respond to the market competition. The findings of the study provide new insights regarding the process by which networking capability is connected with firm performance and indicate that the networking capability requires complementary organizational capabilities if its value to the firm is to be fully realized. Second, the research presents how a firm's networking capability through the organizational innovation, relational learning and marketing effectiveness to create value for customer which firms deploy their competence into the marketplace are important sources of competitive advantage. This provides new empirical support for resource-based view of theory propositions concerning the importance of market knowledge and market-relating deployment capabilities in enabling firms to execute strategies that match their market environment (e.g., Eisenhardt and Martin, 2000; Makadok, 2001).

The paper is organized as follows. First the paper reviews literature about firm's networking capability, relationship learning. Then the paper presents conceptual model and articulate research hypotheses. Next, the research outlines the analytical procedures and

results. The final section put forwards the findings, contributions, relevant managerial implications, and the limitations of the study.

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Theoretical background

In this part, we will review three relevant topics, including networking capability, customer value and firm's organizational features.

Networking capability

Based on dynamic capability view, capabilities of the firm are treated as the complex intangible organizational resources which take form in patterns of behaviors or activities followed by all members of an organization (Mitrega et al., 2012). Networking is viewed as "social processes over and above the normal economic trading relationship" (Chell & Baines, 2000, p. 196). Zhao and Aram (1995) argue that networking is to be understood in terms of the number of external relationships used to obtain resources, the frequency of contact, and the amount of resources obtained.

Networking capability is also important for industrial companies to achieve superior competitive advantage. Ritter et al. (2002, p. 120) study network competence as a two-dimensional construct and define it as "the degree of network management task execution and the degree of network management qualification possessed by the people handling a company's relationships". Kale et al. (2002) argue that network capability is a capability to coordinate between collaborating firms, acquire market knowledge or information from the external and prompt internal communication. Walter et al. (2004) define it as a firm's ability to develop and utilize inter-organizational relationships and distinguish four dimensions of network capability: coordination, relational skills, market knowledge and internal communication. Mitrega, Forkmann, Ramos & Henneberg (2012) propose the concept of networking capability as the complex organizational capability oriented towards managing business relationships along all their main development stages. According to dynamic capability Mitrega et al. (2012) integrates the prior conceptions related to networking capability and proposes networking capability (NC) as the set of activities and organizational routines which are implemented at the organizational level of the focal company to initiate, develop, and terminate business relationships for the benefit of the company.

Customer value

Customer value is one of the most central themes in marketing and it has been discussed in several different streams of research (e.g., Lindgreen & Wynstra, 2005; Lindgreen et al., 2012). Accordingly prior literature, customer value research is divided into two related

streams: 1) the value of goods and services (i.e., offerings) and 2) the value of buyer-seller relationships (Lindgreen et al., 2012).

Customer value is market perceived quality adjusted for the relative price of your product (Gale, 1994). However, customer may perceive value differently at the time of purchase than they do during or after use (Gardial, Clemons, Woodruff, Schumann and Burns, 1994), That is to say, during the choice task, customers may predict received value, but during use they actually experience received value(Woodruff, 1997). Woodruff (1997) considers the definition of customer value is a customer's perceived preference for and evaluation of those product attributes, attribute performances, and consequences arising from use that facilitate (or block) achieving the customer's goals and purposes in use situations.

The marketing literature contains a variety of definitions stressing different aspects of customer value, Sheth, Newman, and Gross (1991) distinguish between five categories of value that might be provided by a product: functional, social, emotional, epistemic and conditional value. Most definitions present customer-perceived value as a trade-off between benefits and sacrifices perceived by the customer in a supplier's offering (Zeithaml, 1988; Monroe, 1990). In business relationships and networks, value may be examined from three perspectives: value creation for the customer, value creation for the supplier, and joint customer-supplier value creation (Ulaga, 2001). The customer-supplier perspective recognizes that value is created through relationships, partnerships and alliances (Ulaga, 2001).

According to Mele (2007), customer value should be defined by the customer, because the value proposition that an enterprise develops should be based on the needs of the consumer it wants to satisfy.

Organizational features

Organizational innovation

This study therefore distinguishes itself from previous research by its focus on organizational features (organizational innovation, relational learning and marketing effectiveness), which are the medium between networking capability and customer value.

An organisation's ability to innovate is recognized as one of the determinant factors for it to survive and succeed (Doyle, 1998; Quinn, 2000)

Behavioral Innovativeness, 'an organization's behavioral proclivity or willingness to change' (Alpay, 2012).

Organizational features also have an impact (Bygballe & INgemansson, 2014). When companies perform new or existing activities in a new way, this is often considered to be innovation (Bygballe & INgemansson, 2014). In other words, innovation involves a "change in routine" (Nelson & Winter, 1982, pp. 128) and the "carrying out of new combinations"

(Schumpeter, 1934, pp. 65). Successful inter-firm business ventures require ongoing innovation which creates meaningful value for participants (Dawson et al., 2014), especially for customer. Organizational innovation generally focuses on normative evaluation of strategic management innovation. In general, innovation has been seen including new products, new processes, new raw materials, new forms of organization, and new markets (Bygballe & INgemansson, 2014). In the paper, we discuss the organizational innovation.

Schumpeter (1934) suggests a range of possible innovative alternatives, namely developing new products or services, developing new methods of production, identifying new markets, discovering new sources of supply, and developing new organizational forms. Organizational innovation is here defined as internal changed processes and outcomes in order to response to challenging markets characterized by high levels of competition and uncertainty. This paper emphasizes that the strategic management of relationship processes can, if effectively negotiated by network members, facilitate both internal and external network innovation and evolution. Innovation development can assist in gaining competitive advantages critical to success in highly competitive conditions (Lau et al., 2010; O'Regan & Ghobadian, 2005). This paper considers how the focus firm to establish relationships with multiple stakeholders over time create value through innovation as the venture seeks to competitive advantages.

According to Damanpour and Evan (1984), innovations are responses to environmental change or means of bringing about change in an organization.

Salavou (2004) proposes a framework whereby innovativeness has three main dimensions; namely, technology-related, behavior- related, and product-related.

Increasing complexity and dynamism in environmental conditions and customer demand have long been forcing business firms to discover new ways of doing business by means of new tools and perspectives (Alpay et al., 2012).

In the industrial setting, what kind of learning is adopted, and how, has outcomes for customer. According to March (1991), balancing between explorative and exploitative learning is a key to corporate longevity. As interaction promotes relational learning, useful new value for customer can be created.

Hitt et al. (2000) show that alliance partners are selected largely for access to resources and organizational learning opportunities.

Relational learning

Firms with superior relational learning feature, establish a good relationship with up- or down-stream firms (suppliers or customers) in the network, and it is extremely difficult for competitors to duplicate this know-how in the B2B market.

Marketing effectiveness

Whilst an organization should strive to be both efficient and effective, in any conflict between the two, priority should be given to the latter so as to increase effectiveness rather than efficiency because that is where the organization's future lies (Connor and Tynan, 1999).

The concept of marketing effectiveness has been extensively discussed because of its strong association with many valuable organizational outcomes such as stable, long-term growth, enhanced consumer satisfaction, a competitive advantage, and a strong marketing orientation (Kotler, 1977; Webster, 1995). Although marketing effectiveness is important, there is no consensus as to the definitions of marketing effectiveness. Different research aims provide the different definitions of marketing effectiveness

Webster (1995) considers that the importance of marketing effectiveness grew in service companies were it is considered to be determinant factor.

Žostautienė and Vaičiulėnaitė (2010) present that marketing effectiveness is the process where value is created using organization’s resources for marketing activities and creation of competitive advantage.

The Wikipedia Free Encyclopedia (Wikipedia, 2006) defines marketing effectiveness as the function of improving how marketers go to market with the goal of optimizing their marketing spend to achieve even better results for both the short- and long-term objectives.

Nwokah (2006) claims that there are four basic aspects of marketing effectiveness, including company, competitive, consumers and exogenous factors. Three years later, Nwokah and Ahiauzu(2009) further perfected the theory of marketing effectiveness, and put forward that five factors drive the level of marketing effectiveness. The five factors are marketing strategy, marketing creative, marketing execution, marketing infrastructure and exogenous factors (Nwokah and Ahiauzu, 2009). There are five exist criterions, which applying most of the researches (Kotler, 1977; Birley et at., 1988; Webster, 1995; Appiah-Adu et al., 2001; Leisen et al., 2002; Velev & Marinov, 2004; Kahn & Myers, 2005; Nwokah & Ahiauzu, 2009, etc.). These are consumer’s philosophy, strategic orientation, adequate marketing information, operational efficiency and integrated marketing company.

Marketing effectiveness is the function in improving how marketers turn to markets with the goal of optimizing their marketing spending to achieve even better results of both the short- and long-term objectives, and enhance customer satisfaction, competitive advantage, long-term growth, firm performance, and organizational profitability (Nwokah and Ahiauzu, 2008).

Research gaps

Although most scholars agree that collaborative relationships in business markets offer significant opportunities for companies to create competitive advantages and achieve superior results (Hewitt, Money, & Sharma, 2002; Jap, 1999; Lyons, Krachenberg, & Henke, 1990).

The present study addresses this gap in the literature by proposing a conceptual framework for the relationship between networking capability and business performance based on the overlapping organizational innovation, relational learning, marketing effectiveness and the creation of customer value.

Conceptual Model and Hypotheses Development

Mitrega et al.(2012) proposes NC represents an important factor that significantly influences firm performance.

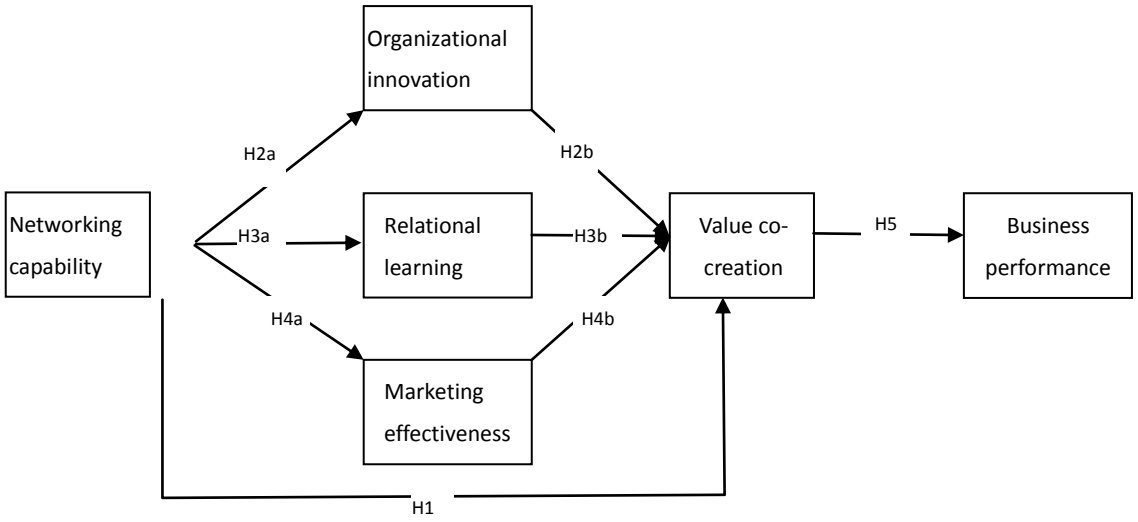


Figure 1 Conceptual Model

Networking capability, customer value and organizational features

The evolution in marketing thought increasingly suggests that simply being market oriented is not enough to create value and gain marketplace advantages; firms must attempt to deliver two types of value: 1) build relationships with business customers; and 2) collaborate with them (Prahalad & Ramaswamy, 2000) and to do this they need value creating capabilities (O'Cass and Ngo, 2012). That is to say, customer value is delivered via specific capabilities such as networking capability. Networking capability has been found to play a key role in increasing sales volume or profits, gaining access to new markets, developing innovations (Ritter and Gemunden, 2003; Xu et al., 2008), co-creating value in relationships

(Dyer and Chu, 2003; Forsstrom, 2005; Moller, 2006; Ulaga, 2001; Wagner and Hoegl, 2006) and improving supplier performance as well as buyer performance (Ziggers and Henseler, 2009). Next, the study will discuss how the networking capability effect customer value.

Networking capability and customer value

Dynamic capability view emphasizes the changeable nature of competitiveness and suggests that the most successful companies constantly reconfigure and redeploy their resources to increase performance (Eisenhardt & Martin, 2000; Teece, 2007). Networking capability has been found to play a key role in increasing sales volume or profits, gaining access to new markets, developing innovations (Ritter and Gemunden, 2003; Xu et al., 2008), co-creating value in relationships (Dyer and Chu, 2003; Forsstrom, 2005; Moller, 2006; Ulaga, 2001; Wagner and Hoegl, 2006) and improving supplier performance as well as buyer performance (Ziggers and Henseler, 2009). After investigated start-ups in low-tech and service industries in Spain, Hormiga, Batista-Canino, and Sánchez-Medina (2011) found that improvements in customer relationships leading to customer loyalty and recommendations had a positive impact on firm success. The capability to build relationship with customers benefits the firm to meet the changing market needs in the effort to capitalize on opportunities.

Many business markets of today are organized as networks (Ulaga, 2001). Within these networks, firms jointly create value through relationships, partnering, and alliances (Wilson et al., 1994).

Creating superior customer value is the objective of any firm. The extent of value creation is influenced by the capabilities of the firm. If the firm is in a network, Ulaga (2001) claims that creation of customer value is influenced by the nature of the relationships that the firms have between themselves. Thus, the quality of relationships facilitates the creation of value (Ulaga, 2001). That the quality of relationships is closely related to firms' networking capability.

Therefore, this study offers the following hypothesis:

H1: Firm's networking capability is positively related to customer value.

Networking capability and organizational features

In reality in many markets, firms may find that they have no choice but to build relationships and also embrace co-creation to develop and deliver their offerings, this is so in many B2B markets (O'Cass and Ngo, 2012).

Networking capability and organizational innovation

The combining of the diverse resources through the collaboration of the network partners enabled the venture to combine resources such that they could see more, do more and achieve

more thereby building a portfolio of value including enhanced skills, resources and competitiveness (Wilkinson, Young, & Freytag, 2005). This provided a fertile environment for growing cooperation, which facilitated further co-innovation and value creation (Dawson et al., 2014).

The layering of diverse partner resources that are complementary has the potential for innovation if a 'virtuous cycle' of nurturing and building network capabilities can be built (Wilkinson & Young, 2002).

H2: Organizational innovation mediates the relationships between (H2a) networking capability and (H2b) customer value.

Networking capability and relational learning

An important task facing practitioners is how the firm to enhance the customer value and competitive advantage through organizational features. The RV assumes that the source of a company's competitiveness lies partly outside the company, particularly in its relationships with other business actors, such as customers and suppliers (Mitrega et al., 2012). More specifically, the RV assumes that a firm learns, and achieves various resource synergies, through exchange relationships. It treats inter-organizational relationships as complex phenomena that consist of various dimensions, such as technical, social, or knowledge-related aspects (Dyer & Singh, 1998; Ford & Hakansson, 2006).

H3: Relational learning mediates the relationships between (H3a) networking capability and (H3b) customer value.

Networking capability and marketing effectiveness

Effective marketing calls for managers to have adequate information for planning and allocating resources properly to different markets, products, territories, and marketing tools (Webster, 1995). Thus, we propose that networking capability which does influence on company's marketing effectiveness.

Companies which are close to consumers have a common set of values; demonstrate an external market orientation is those perceived to have a high degree of marketing effectiveness (Norburn *et al.,* 1990). The first requirement, in these companies, is the position to business from consumers' side, then creation of customer value. Marketing effectiveness studies in different countries determined, that companies, which have high marketing effectiveness, operate better if making a comparison with competitors, which doesn't have it(Žostautienė and Vaičiulėnaitė, 2010).

Marketing effectiveness results consumer's satisfaction, while consumer's satisfaction results in repeat consumers who purchase on a regular basis and this, in turn, engenders profitability and growth (Appiah-Adu et al., 2001) as well as have influence on company to

reach marketing goals, which are: market growth, sales growth, overall profitability(Žostautienė and Vaičiulėnaitė, 2010).

All these works suggest that marketing effectiveness can be influenced directly by networking capability and create value for customer, therefore we have:

H4: Marketing effectiveness mediates the relationships between (H4a) networking capability and (H4b) customer value.

Customer value and business performance

Day and Wensley (1988, p.2) argue that superior performance requires a firm to achieve "positional superiority based on the provision of superior customer value". For practitioners, how to translate customer value into superior performance for firm is the most interesting issue.

H5: Firm's creation value for customer is positively related to business performance..

Research methodology

Data collection

To test the research hypotheses, we examined industrial firms located in Wuhan city, which is located in the middle of China, with a population close to 10 million. As Chicago of the east, Wuhan is the representative of the average economic growth rates in mainland China, it has a large number of firms on iron and steel, automobile, electronics, chemical industry, metallurgy, textile, shipbuilding, manufacturing, pharmaceutical and other industrial companies.

To collect the data, a questionnaire was developed and administered on-site to respondents by trained interviewers. We adopted convenience sampling technique and 459 companies located in this city were contacted. The sample firm should meet the following three qualifications. First, it should be a B2B firm. Second, it should have existed for at least three years, for a newly-found company is perhaps not in a relatively stable development stage and the causal link among the constructs in question has not been fully manifested. Third, it should have autonomy in decision making of branding, innovation and marketing. For each firm, a senior manager was chosen as the key informant because our field interviews revealed that these managers were highly familiar with corporate strategy and policies of his/her firm. Senior managers first were contacted by telephone to solicit their cooperation. The respondents were informed of the confidentiality of their responses and the academic purpose of the project. Respondents also were promised a summary report of the survey. Oral agreements to participate were obtained from 337 firms, and successful interviews were conducted onsite with managers from 256 firms. After eliminating surveys with excessive

missing data or contradictory answers, we were left with 212 complete responses, representing a response rate of 46.2%. A comparison between the respondent and non-respondent service firms indicated there were no significant differences in terms of key firm characteristics (e.g., firm ownership, firm size, year of business), so non-response bias is not a likely threat for our hypotheses analyses. The profile of sampled companies is shown in the Table 1.

Table 1 Profile of sampling companies

characteristics		percentage	characteristics		percentage
Number of employees	≤100	25%	Year of business	≤10 years	44.3%
	101-500	26.4%		11-20 years	20.7%
	≥501	43.9%		≥20 years	27.4%
	others	4.7%		others	7.6%
Products and Services type	consumer goods	8%	ownership	SOEs	31.6%
	industrial products	42.9%		Private companies	48.1%
	services	49%		Foreign investment companies	16.5%
	others	0.1%		others	3.8%

Measurement scales

Existing measures are used or adapted to suit the purposes of this study. All purified measures are seven-point Likert scales anchored by “strongly disagree” and “strongly agree”. The sources and description of the measures are outlined in Table 2.

Table 2 Sources and description of measurement scales

Constructs	Sources and description of measurement scales
Networking capability	Adapted from scale developed by Walter et al. (2006) containing three aspects: coordination, relational skills and partner knowledge, consisting of 6 items and 4 items retained after purification.
Organizational innovation	Scales developed by Wang & Ahmed (2004), consisting of 6 items and 4 items retained after purification.
Relational learning	Adapted from scale developed by Baker and Sinkula (1999a) and Sinkula, Baker, and Noordewier (1997), consisting of 18 items and 4 items retained after purification.
Marketing effectiveness	Adapted from scale developed by O'Cass and Viet Ngo (2012) and Mogan et al. (2009), consisting of 6 items and 4 items retained after purification.
Customer value	Adapted from scale used by Blocker (2011), consisting of 4 items and all retained.
Business performance	Adapted from scale developed by Baker and Sinkula (1999), consisting of 3 items and 6 items retained after purification.

Results

Reliabilities and validities of measurement scales

We assessed the construct reliability and validity of all measures through confirmatory factor analysis (CFA). Table 3 shows the means, standard deviations, correlations, reliability estimates such as Cronbach's α, composite reliabilities (CR), average variances extracted (AVE), as well as discriminant validity estimates of all seven constructs. Table 4 reports the results of confirmatory factor analysis including loadings and fit indices for all the measurements.

First, as shown in Table 3 and Table 4, all the constructs' Cronbach's alpha coefficients (ranging from 0.850 to 0.950) and the composite reliabilities (CRs) (ranging from 0.851 to 0.944) indicate that each exceeds the accepted reliability threshold of 0.70. In addition, all the average variances extracted (AVE) are greater than 0.50 cutoff (ranging from 0.589 to 0.758). Thus, all the measures demonstrate adequate reliabilities.

Second, existing measures in extant literature are used or adapted to suit the purposes of this study and go through a careful discussion and pilot study among researchers and EMBA students, so their content validity can be guaranteed.

Third, CFA yields a model that fits the data well with NNFI, CFI and IFI all exceeding 0.90， RFI and GFI very close to 0.9, and RMSEA not exceeding 0.080 (X^2=423.677, df=258, X^2/df=1.64, NNFI=0.954, CFI=0.961, IFI=0.961, RFI=0.891, GFI=0.866, RMSEA=0.055). All item loadings ranging from 0.735 to 0.979 are significant at the one-percent level (as shown in Table 4), which indicates convergent validities of all the measures are acceptable.

Finally, according to Table 3, all diagonal elements representing the square root of the AVE are larger than any other corresponding row or column entry, which means that each construct sufficiently differs from other constructs and, therefore, the discriminant validities of all measures are established.

Table 3 Descriptive analysis, correlations, reliabilities and discriminant validities of measurements

	(1)	(2)	(3)	(4)	(5)	(6)
(1) Networking capability	**0.793**					
(2) Organizational innovation	0.472***	**0.779**				
(3) Relational learning	0.353***	0.327***	**0.871**			
(4) Marketing effectiveness	0.513***	0.616***	0.379***	**0.768**		
(5) Customer value	0.404***	0.477***	0.432***	0.539***	**0.827**	
(6) Business performance	0.181***	0.198***	0.188***	0.296***	0.270***	**0.863**
mean	5.177	5.236	5.665	5.191	5.476	5.239
S.D.	1.517	1.467	1.371	1.502	1.291	1.353
Cronbach's α	0.869	0.860	0.930	0.850	0.895	0.950

CR	0.871	0.860	0.904	0.851	0.896	0.944
AVE	0.628	0.607	0.758	0.589	0.684	0.740

a: Diagonal elements (in bold) represent the square root of the AVE

b: Off-diagonal elements (included in the lower triangle of the matrix) represent the standardized correlations among constructs;

**: correlations are significant at the 0.01 level (2-tailed)

Table 4 Measurement scale items and CFA results

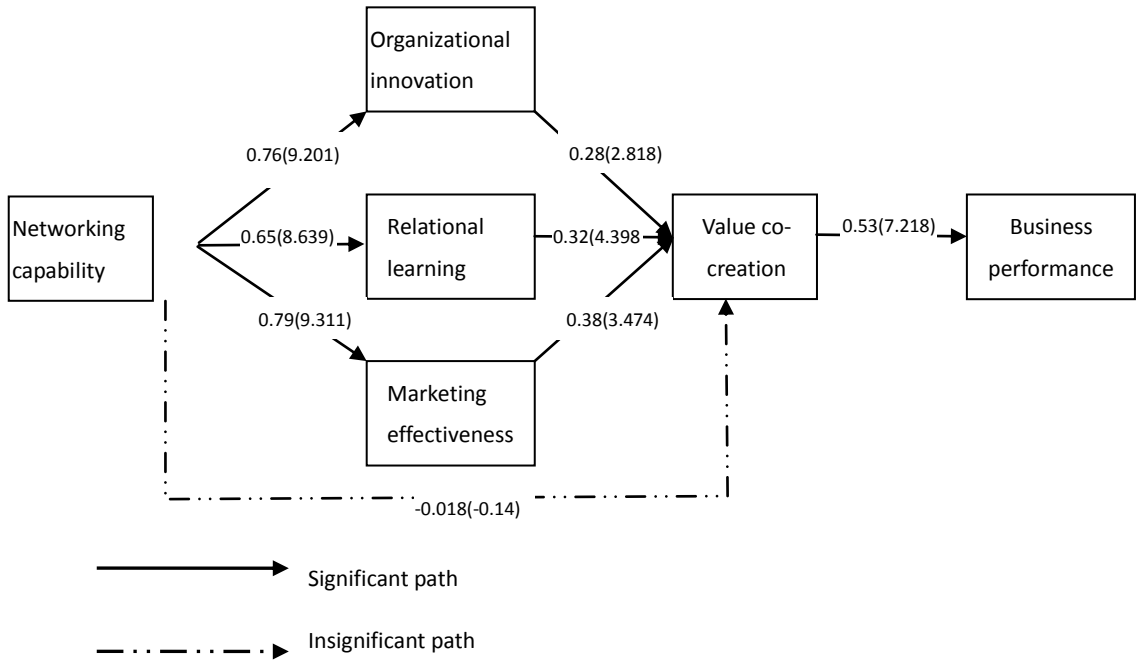
Latent variables	Observed variables	Standardized loading coefficient (t-value)
Networking capability (Mitrega et al, 2012)	D06 Socialize at networking events	0.775(11.073)
	D07 Establish relationships with multiple stakeholders (across functional areas)	0.857(12.404)
	D08 Formalized procedure on how to deal with conflict with business partner	0.751(11.235)
	D09 Train employees on how to handle conflict with business partner	0.783(--)
Organizational innovation (Wang & Ahmed, 2004)	B04. During the past five years, our company has developed many new management approaches,	0.789(--)
	B05. Key executives of the firm are willing to take risks to seize and explore "chancy" growth opportunities.	0.767(11.223)
	B06. Our firm's R&D or product development resources are not adequate to handle the development need of new products and services (R).	0.750(10.634)
	B07. We are willing to try new ways of doing things and seek unusual, novel solutions.	0.808(11.606)
Relational learning	L02.Managers basically agree that our business unit's ability to learn is the key to our competitive advantage.	0.865(17.454)
	L03.The sense around here is that employee learning is an investment, not an expense.	0.979(20.629)
	L04. Managers encourage employees to "think outside of the box."	0.868(--)
Marketing effectiveness (items 1 and 2 from O'Cass and Viet Ngo, 2012) （items 3 and 4 from Mogan et al., 2009）	C02 Our pricing programs have been better than our competitors.	0.810(9.919)
	C03 Our distribution systems have been better than our competitors.	0.771(9.458)
	C05 Our firm has stronger public relation skills than our competitors.	0.735(10.476)
	C06 Our firm has stronger brand image management skills and processes than our competitors.	0.751(--)
Customer value	G01 We create superior value for customers when comparing all the costs versus benefits in the relationship.	0.818(12.539)
	G02 Considering the costs of doing business with us, our customers gain a lot in overall relationship with us.	0.936(14.143)
	G03. The benefits our customers gain in their relationship with us far outweigh the costs.	0.776(12.539)
	G04 Our customers get significant customer value from their relationship with us.	0.767(--)
Business performance	M05.	0.812(--)

	M06. For your business unit's principal served market segment over the past year. Change in sales revenue relative to your largest competitor.	0.869(21.919)
	M07.	0.902(15.885)
	M08. For your business unit's principal served market segment over the past year. Change in profit relative to your largest competitor.	0.925(16.551)
	M09.	0.811(13.738)
	M10. For your business unit's principal served market segment over the past year. Change in market share relative to your largest competitor.	0.834(14.285)

X ²=423.677, df=258, X ²/df=1.64, NNFI=0.954, CFI=0.961, IFI=0.961, RFI=0.891, GFI=0.866, RMSEA=0.055

Test of Research Hypotheses

The structural equation modeling (SEM) technique is used to test the validity of our conceptual model and research hypotheses. As indicated in Figure 2, the results presenting standardized path coefficients and t-values (in the brackets) show that: (1) The proposed model has acceptable goodness of fit (X ²=454.573, df=263, X ²/df=1.728， NNFI=0.948， CFI=0.955， IFI=0.955, RFI=0.886，GFI=0.854，RMSEA=0.059), and three endogenous variables, value co-creation, customer value and CBBE are explained 73%, 70% and 66% by the model respectively, indicating that the model is valid in discovering the impact mechanism of firm's capabilities upon customer based brand equity. (2) Except the direct impact of networking capability upon relational learning is not significant (β=0.06, t=0.65), the other relationships are significantly positive at 0.05 level (β values are between 0.28 and 0.79, and t-values are between 2.82 and 9.31). Therefore, while H1 is declined, the other eight hypotheses including H2-H8 are all supported. It seems that in the B2B context, networking capability help build up organization innovation, relational learning and marketing effectiveness directly and networking capability negatively impacts value co-creation. (3) We compare total effect of three kinds of firm's capabilities upon overall value co-creation, and find that the impact of marketing capability (β=0.45, t=4.11) on the CBBE is greater than networking capability (β=0.26, t=2.87) and innovation capability (β=0.14, t=1.52).



X ²=454.573 df=263 X ²/df=1.728，NNFI=0.948，CFI=0.955，IFI=0.955, RFI=0.886，GFI=0.854，RMSEA=0.059

Figure 2 Structural Model and Parameter Estimates

Conclusions

Research results

The main purpose of this research was to examine the roles of B2B firms' networking capability in contributing to the creation of superior value for customers in relation to firm's performance. Our theory articulated that while in a B2B context the firm's networking capability is important it does not directly influence customer value. Specifically, we provide empirical mediational evidence that networking capability works mostly through B2B firms' organizational innovation, relational learning and marketing effectiveness in facilitating the creation of superior customer value, then for business performance. Whereas we show that organizational innovation, relational learning and marketing effectiveness fully mediates the networking capability -relationship customer value, networking capability fully refuses this relationship. This study presents a key perspective about how B2B firms create value for their customers by deploying organizational features and how networking capability facilitates this deployment process.

Managerial implications

For practitioners, the implication is clear; careful development and management of organizational innovation, relational learning and marketing effectiveness is essential for

customer value creation as well as maximizing the benefits of a firm. Specifically, the findings calls on practitioners to realize that to transform networking capability into superior value for customers, firms need to strategically strengthen organizational features (organizational innovation, relational learning and marketing effectiveness). Networking capability should be cultivated and managed to ensure appropriate behavioral manifestations of organizational features, implying that relational capability be managed with organizational innovation, relational learning and marketing effectiveness in mind in B2B firms if the firms' focus is on customer value. Sideration of being driven by networking capability alone does not appear strategically sound in achieving customer value and there is a requirement for specific organizational features to be fostered and managed carefully. Importantly, firms need to endow organizational innovation, relational learning and marketing effectiveness with necessary resources to acquire appropriate organizational features and create value for customer.

Importantly our theory provides guidelines for practitioners in firms seeking to develop capabilities to deliver superior value. Indeed, the role of networking capability appears to be one of growing managerial importance and networking capability significantly influences firm performance (Mitrega et al., 2012). Such as Intel, 3 M, FedEx, Merck, Caterpillar, UPS, SYSCO, Monsanto appears to be based on their ability to create superior value for their business customers through enhanced performance, relationship building and co-creation (O'Cass A. and Ngo L. V.).

Limitations and future research directions

The main focus of this study is to test how to increase business performance through creating customer value according to networking capability. There are some limitations in this study, which provide meaningful directions for future research.

First, one essential contribution to the existing knowledge would be to investigate the causal relationship among networking capability, customer value and business performance. Different industries, however, have different features which are likely to affect how customer value is or can be achieved. Second, drawing on capability theory we place emphasis on networking capability, organizational innovation, relational learning, marketing effectiveness and customer value. The market is volatile, we do not take into account the impact of dynamic market environments, which should be moderators in the future research. Finally, as we investigate the causal relationship among these constructs in developing country, not in developed country, the combinations of networking capability, organizational innovation, relational learning, marketing effectiveness and customer value might produce different performance results. However, we believe China is an adequate laboratory to test the theory

as China has become a lynchpin of the world's economy (Dawson et al., 2014). Future research may take into consideration the cross-national generalization between developed and developing economies.

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ABSTRACT (IN ENGLISH)

The Effects of Social Networks on Taiwanese Manufacturing SMEs' Ability to Form Alliances to Increase International Performance

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ABSTRACT

In recent years, the global economy has shifted markedly in emerging markets. In Taiwan, small and medium-sized enterprises (SMEs), play a very significant role in the country's economic growth, accounting for almost 98% of overall enterprises and employing nearly 78% of all Taiwanese employees. However, SMEs still have to overcome resource limitations and barriers to the internationalization process. The purpose of this study, therefore, was to empirically examine the impact of social networks of individual contacts, and alliances on international performance of Taiwanese manufacturing SMEs, in addition to critically reviewing the gaps between existing theoretical literature and current findings. Additionally, the present study aimed to integrate and highlight four theories: (1) social capital theory, (2) social network theory, (3) internationalization theory, and (4) resource-based theory.

Data were collected from 365 Taiwanese SME business owners or managers and were analyzed by multiple regression to test hypotheses. Having alliances was found to be related to an SME's international performance. In particular, international alliances were found to be related to greater performance than domestic alliances.

Keywords: SME, social network, alliance, performance, social capital theory, social network theory, internationalization theory, resource-based theory.

Exploring the impact of teachers' subjective norms on their behavioral intention to use e-learning websites for research and study – A study based on elementary school teachers

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ABSTRACT

With the development of information technology, e-learning have been developed in recent decades. And with the development of e-learning, it has been applied to enterprise employee training and also school teacher training to increase the human capital of organizations. Recently, the issue of enhancing teaching quality of teachers has emerging importance in elementary education in order to increase students' learning competitiveness. E-learning has the advantages of flexibilities in time and space; thus, it allows learners to learn without the limits of time and space. This facilitates teachers at elementary schools to gain educational training for their teaching with less time and space limits.

Nevertheless, e-learning provides a different paradigm of learning/training. Trainees are then not necessarily able to accept the new paradigm for training/learning under current training systems. Subjective norms have been an important factor that influences individuals' intention for specific behavior. Subjective norms refer to individuals' perception of others perspectives about his/her specific behavior. Interpersonal influence that people have high trust and rely on for judgments affect their intention for specific behavior. In addition, people usually choose to interact with others who are similar to them, such as in beliefs, education, social status, etc. Therefore, communications or influence are more effective among these people because of their high similarities that lead to attitude or behavior change. In schools, colleagues are important sources of interpersonal influence for they have similar education, social status, etc. They are also the sources of influence that teachers rely on for judgments. This study therefore intends to explore the impact of subjective norms on the intention of teachers at elementary schools to use e-learning websites for training/learning in the different paradigm.

To clarify the impact of subjective norms, this study adopted the survey method. The construct measurement were based on existing instruments and literatures. The measurements were to be self-evaluated by the respondents themselves, using a Likert five-point scale

ranging from (1) strongly disagree to (5) strongly agree. To gather data, questionnaires were issued to teachers at elementary schools who had experience in using e-learning systems in Taiwan. Finally, there were finally a total of one hundred and eighty-six valid respondents excluding questionnaires that had missing values.

Factor analysis was first done and Cronbach's α was analyzed. The results of factor analysis of subjective norms and intention showed the factor loadings were all higher than 0.6 and were acceptable. The Cronbach's α of subjective norms was 0.781 and The Cronbach's α of intention was0.869.The results showed the constructs both had acceptable reliability. The regression was then done. The adjusted R-square was 0.207. The F-value was 49.266 (p=0.000). The results showed the significant impact of subjective norms on the intention of teachers at elementary school to participate and use e-learning websites (standardized coefficient=0.460***).The results not only facilitate the design of e-learning training programs for teachers at elementary schools in the different paradigm, but also the clarification of the research gap for e-learning training.

Keywords: E-learning systems, teachers, research and study

Reaching Out: An External Network Perspective on Salespeople's Performance

Yong Qiang, LI, Yu, CHE; Kim, FAM; Xuan, BAIAlthough the boundary spanner characteristic of salespeople and the guanxi culture in China highlight the studies of external networks on salespeople's performance, little research has been conducted to date. This study examines whether the external networks of salespeople affect their sales performance, and if so, how is this performance mediated through information, influence and solidarity benefit provided by social networks. Results from a survey on salespeople in China's insurance industry demonstrate that network size influences performances indirectly through information, while tie strength influences performances both directly and indirectly through information, influence and solidarity. The findings not only reveal the mechanism of external networks on salespeople's performance, but advance the concept of network by producing findings that are different from the Western context, which suggests that tie strength is a more important performance predictor than network size, and influence is a more substantial mediator than information and solidarity.

Key words: External networks; network benefits; salespeople's performance

The Development of Market Oriented Transport Organization-A case study of Changzhou Transit Group

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ABSTRACT

Purpose – The aim of the present research is to assess and analyze the processes of change in transport organization based on a market orientation sense. The objective is to explore the antecedents, processes and consequences within such market orientation changes through a teleology theory perspective. This research addresses two questions: how could state-owned transport organization embrace market-oriented changes; and does transport policy influence the organizational market orientation? The analyze dimensions include four dependent stages: initiation, reconstitution, institutionalization, and maintenance.

Design/methodology/approach – The paper adopted an in-depth single case study of Changzhou Transit Group in China. The case study method is adopted to have deeper understanding of the market orientation in relationship with service performance.

Findings – This study reveals that a market orientation is related to top management emphasis, policy guidance, interdepartmental conflict and connectedness, reward system orientation and public acceptance. Furthermore, this study suggests the market orientation is related to the social-political environment, organization performance, employees' organizational commitment, and organization culture.

Research limitations – This paper is research as a single case study where the empirical results could not inductive into a generative scope.

Practical implications – This research suggests that a market orientation may or may not be very desirable for a public organization, depending on the nature of its supply and demand side factors. Moreover, this research explores that the factors can be expected to foster or discourages to a market orientation. These factors mainly controlled by the managers and in turn could be useful for the improvement of market orientation changes.

Originality/value – The paper offers new insights into how organizations develop a greater market orientation, organizational change, and the nature of market orientation, involving the intra-organizational power and organizational learning in creating and maintaining market orientation.

Keywords Market orientation, Public transport, Culture transformation, Changzhou

The Impacts of General Ethical Values, Relativism, and Moral Maturity on Chinese Managers' Moral Judgement

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Haiyang Chen, Ph.D.

ABSTRACT

Motivated by the heated discussion about the dispute between Hong Kong and mainland China with regard to milk powder, the current study aims to answer the following research questions: Are working professionals in China able to accept the norms and values recognized by a prestigious professional association outside of China? Does the acceptance of these norms and values influence their moral judgment on an ethical dilemma? In addition to these norms and values they personally believe in, are there other factors (i.e., relativism and moral maturity) having impacts on their moral judgment? A structured survey was used to collect 544 valid responses in China. Empirical results prove that general ethical values are well accepted by the Chinese managers and these values, relativism, and moral maturity are significantly related to Chinese managers' moral judgment on a hypothetical business dilemma.

Key Words: Ethical values, Relativism, Moral Maturity, Moral Judgment, American Marketing Association, China.

The Role of Identity Congruence and Relationship Closeness on Expected Happiness from Material Objects versus Experiences

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ABSTRACT

We examine whether the recipient type of a chosen option (i.e., purchase for self vs. gift from other) moderates the effect of experiential versus material choices on happiness. Although the literature has shown that consumers associate greater happiness with experiential (vs. material) choices for themselves, we hypothesize and find greater happiness associated with material (vs. experiential) options chosen by others. Next, we look at the role

of gift-recipient identity and relationship closeness with receiving gifts. We find that when high closeness exists between gift giver and receiver, identity congruent material gifts and identity incongruent experiential gifts are preferred.

Keywords: happiness, gift-giving, gift-receiving, material versus experience, identity

What makes consumers happy is a big question that is receiving increased attention from consumer researchers (Dunn, Gilbert, & Wilson, 2011). Consumers often choose between experiential options, intending to acquire a life experience, and material options intending to acquire a tangible object to be kept in their possession (Van Boven & Gilovich, 2003). Prior research has found that consumers tend to maximize happiness when spending their money on experiences, rather than on material objects, because the former are perceived to be more social (Van Boven & Gilovich, 2003), less comparable to other options where comparisons to other options undermines satisfaction (Carter & Gilovich, 2010), and less susceptible to hedonic adaptation (Nicolao, Irwin, & Goodman, 2009) than the latter.

However, consumers not only make purchases for themselves, but also for others, such as in gifting contexts. Although the literature has shown that discretionary income is best spent on experiences rather than material objects when consumers make purchases for their own consumption, research has not examined if this same relationship will hold for gifts – that is, purchases made for others. This gap in the literature is surprising, given that over $550 billion dollars are spent annually during the holiday season alone by consumers (National Retail Federation, 2013) on options that are made to maximize the gift recipient's happiness.

Gifts include material objects and experiences purchased by a gift giver for an intended recipient (Otnes, Lowrey, & Kim, 1993). Gifts differ from purchases in that the gift giver chooses the gift for the recipient taking into account various factors, such as how similar the recipient's tastes are to their own (Belk, 1976). Importantly, gifts are often treated as tokens with symbolic value (Belk & Coon, 1993), reminding consumers of intimate and shared memories between the gift giver and recipient. To the extent that happiness from gifts is based on their ability to cue such memories, material objects may serve as better symbols of the relationship between gift giver and recipient as material objects serve as a tangible reminder of the relationship between both gift giver and recipient. We therefore predict that, in contrast to purchasers, gift recipients will rate their happiness greater for material objects versus experiences. That is, the intended recipient type (oneself versus other) moderates the effect of the type of product (material versus experiential) on predicted happiness.

Gift givers often pick out gifts that recipients would enjoy based on perceptions of recipient's tastes and interests (Otnes et al., 1993). In other words, gift givers choose gifts that

are congruent with recipients' identities in the hopes of maximizing their happiness. Study 2 examines the moderating effects of identity-gift congruence and relationship closeness on the effect of chosen option (material versus experiential) on recipients' happiness. We predict that under conditions of identity-gift congruence, gift recipients will rate their expected happiness greater for material versus experiential objects due to the greater symbolic nature of material objects, replicating the results of study 1. Conversely, under conditions of identity-gift incongruence, gift recipients will rate their happiness higher for experiential objects as the identity-gift incongruence will attenuate the symbolic effect of material objects. That is, due to the lack of identity-gift congruence, gift recipients will not treat the gift as a symbol of the relationship between gift giver and recipient. We expect these effects to hold only under conditions of relationship closeness between the gift giver and receiver. Under conditions of relationship distance, we expect the effects to be attenuated.

Study 1 is a 2 (recipient type: oneself vs. other) x 2 (option: material vs. experience) between-subjects design. Participants recalled and described a time when they had purchased a product or received a gift worth about $100 (Van Boven and Gilovich, 2003). In the material option conditions participants were told to think of a "tangible object" that they could "touch with their hand." In the experience conditions participants were told to think of "an event or series of events" where they "did not end up with anything except for [their] memories." Happiness was assessed with four 9-point happiness scales ($\alpha = .76$; Van Boven and Gilovich 2003) which included items such as: "When you think about this purchase (gift), how happy does it make you?", and "How much does this purchase (gift) contribute to your happiness in life?"

Results supported the hypothesized recipient type X chosen option interaction ($F(1, 136) = 4.09$, $p < .05$). When choosing for oneself, happiness was higher for experiential versus material objects ($M = 7.02$ vs. 6.49, respectively), as expected. However in the gift conditions, these results reversed as we had predicted: participants reported higher happiness when receiving a gift for material objects than for experiences ($M = 6.98$ vs. 6.44).

Study 2 is a 2 (gift congruence: congruent versus incongruent) x 2 (option: material vs. experience) x measured (relationship closeness). Participants were given the athlete identity prime as adapted from Reed (2004) and Coleman & Williams (2013). Participants wrote for 5 minutes about a time they had performed well as an athlete and then listed 3-5 things they could do to show that they are an athlete. Following the identity prime, participants were told

that they received a gift from someone who had spent some time finding a gift which would make them happy. Gift was manipulated to be either a congruent material sports gift (sports shoes), congruent experiential sports gift (sports game ticket), incongruent material music gift (mp3 player), or incongruent experiential music gift (music concert ticket). Relationship closeness was measured with 3 seven-point scales (α = .97). Participants indicated their expected happiness with their gift using the same happiness measures as study 1.

Regression analysis found the expected gift congruence X option X relationship closeness interaction (β = -.5886, $p<.05$). We used the Johnson-Newman technique (Spiller, Fitzsimons, Lynch, & McClelland, 2013) to determine the value at which relationship closeness begins to affect gift preferences. This occurred when (mean-centered) relationship closeness is equal to .77, which is approximately a high level of closeness. When gift receivers felt a high level of closeness to the gift givers, receivers preferred identity congruent material gifts versus identity congruent experiential gifts. However this effect reversed for identity incongruent gifts such that experiential options were preferred to material options.

‘Love Accounting’ in Gift-Giving: Written Expressions of Love Lower Gift Budgets

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ABSTRACT

It is proposed that when people give a gift they engage in 'love accounting', so that they will spend less on it if they include a written expression of love with it. This hypothesis was tested with college students (N = 308). It was found that participants who wrote a love message to accompany a Mother's Day gift budgeted less for the gift itself than control participants (Experiment 1), and this effect was replicated for a Christmas gift (Experiment 2). The amount of effort expended by the giver on preparing the love message did not account for the effect (Experiment 3). It is concluded that a gift and its accompanying love message are mentally computed as belonging to the same love account, implying that consumers’ excessive splurging on gifts might be controlled by writing a love message before gift shopping.

Keywords: gift-giving, budgeting, and mental accounting

Conceptualizing the social capital construct in China's consumer-initiated online brand communities (COBCs)

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ABSTRACT

Social capital plays a significant role in understanding online community relationships in marketing field. Very few studies have extended it into China's consumer-initiated online brand communities (COBCs). This paper develops a model of social capital with four-dimensions in COBCs; we propose this model as a higher order reflective latent construct having four first order dimensions. Responses of 353 members from 35 Volkswagen COBCs in China were obtained and analysed using Structural Equation Modelling. The data supports our model of social capital in COBCs. These dimensions provide a comprehensive understanding of social capital in COBCs in order to assist Chinese marketers to utilize COBCs more effectively.

Key words: social capital, online brand community, consumer-initiated online brand community, brand knowledge, and communication.

Preliminary Reflections on the Nature of Third-Party Fundraising: Insights from Canada and China

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ABSTRACT

Third-party fundraising (TPF) has recently become a popular way to raise money in Western societies. Dankovich and Davis (2011) define TPF as "activities designed and run by

non-staff to raise money on behalf of a specific non-profit organization". The goal of this research is twofold: First, we provide a deep understanding of the TPF events and the people who organize the events. Second, we reflect on the application of TPF in China. To do so, we build on 26 in-depth interviews with Canadians who raised money through the TPF events they organized and on 14 exploratory in-depth interviews with Chinese donors shedding light on the application of TPF in China.

Our findings reveal important insights. First, we distinguish direct donation and TPF and show the various TPF exchange systems that can be found in Canada. The systems are distinguished by two dimensions: the type of actors and the nature of the solicitation. The type of actors can lead to three forms of systems: *individual exchange systems* (IXS), *corporate exchange systems* (CXS) and *mixed exchange systems* (MXS). The nature of the solicitation can lead to s*olicited exchange systems* (SXS) or u*nsolicited exchange systems* (UXC). Second, in addition to the classification of TPF events, our Canadian interviewees can be classified in 8 TPF organizer segments: the "Saint", the "Altruist", the "Accomplice", the "Capable", the "Experimenter", the "Egoist", the "Victim" and the "Entrepreneur". The segments differ in terms of their motivations to organize an event, their needs, their loyalty to the charity and/or to the cause, and their retention likelihood.

The preliminary analysis of the 14 interviews with Chinese donors reveals interesting insights about TPF in China. First, in China, a new classification of TPF events based on the voluntaristic nature of the participation emerges: *voluntary exchange systems* (VXS) vs. *forced exchange systems* (FXS). Second, our Chinese informants admit having limited knowledge of how, and to what extent, the money they donated in the past was actually used to help beneficiaries. Overall, they show a high level of distrust towards public nonprofits but show higher levels of trust for private foundations and for local charities in which they are more likely to see the impact of their donation. Informants would also be more likely to trust individuals who organize TPF events if they belong to their own network, and would seem to trust them more so than charities and foundations. Finally, we highlight the complex role played by *guanxi* in TPF. *Guanxi* leads Chinese informants to develop mixed feelings regarding TPF. On the one hand, our informants would be willing to support individuals from their network if they were to organize a TPF event. On the other hand, they mostly resent the idea of organizing themselves a TPF event. This attitude can be preliminarily explained by the notion of *renqing* that is closely related to *guanxi* (Luo, 2007). In addition, if they were to organize a TPF event, our Chinese informants would be more likely to solicit *shengren* than *jiaren* in their *guanxi*.

Understanding the Consumer Inferences Concerning the Business Ethical Bases in Chinese Milk Scandal

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ABSTRACT

Purpose: Even with a comprehensive set of legislation in place in China against food safety, a number of well-known food scandals that deteriorating the public image of Chinese foods were found. A scandal involving adulterated milk in China in 2008 caused significant morbidity and mortality. Thousands of infants were reported to have become ill, and six died. The scandal involved one of the major Chinese manufacturers of milk-based products, which allegedly adulterated its products by adding melamine. This paper is about the Chinese customer's perception of the milk companies during the milk scandal in 2008.

Design/ methodology/ approach: Content analysis was conducted on a sample of 3710 messages concerning the Chinese milk scandal that were posted on a popular online discussion portal hosted in China between July 2008 and July 2010.

Findings: The analysis of qualitative data obtained over the online messages, none of which was contradicted by either theory or previous empirical studies. The study also identified that Chinese milk companies' reputation damage was the result in the scandal.

Originality/ value: Developing and nurturing appropriate business ethics within a corporate culture is not a simple and straightforward process. The distinctive contribution of the study is to provide a comprehensive discussion of predictors of leniency in attitudes towards the Chinese milk scandal; in this regard, the study is the first-ever qualitative study of this issue in China. It is suggested that that such a comprehensive model will provide possible strategies for enhancing ethical business decision-making in China.

Keywords: Milk scandal, Chinese consumer mind, Corporate social responsibility (CSR), Qualitative study

Article Classification: Case Study

Effects of Relationship Investment on Customer Attitudinal and Behavioral Loyalty: Evidence from Macao

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ABSTRACT

Relationship investment is an important kind of method in relationship marketing. The influence mechanism of relationship investment on customer loyalty is investigated using data obtained from interviews of 468 customers from Macao banking industry. Results suggest that: (1) four types of relationship investment activities (including preferential treatment, interpersonal communication, tangible rewards and seminar) have positive effects on customer perceived relationship investment while direct information does not; (2) relationship quality partially mediates the impact of relationship investment on customer attitudinal loyalty while it fully mediates the impact of relationship investment on customer behavioral loyalty; (3) consumer involvement and consumer relationship proneness positively moderate the effects of relationship investment on relationship quality. These findings extend the research on relationship investment by revealing the above influence mechanism, as well as yielding insights into the cultivation of customer loyalty in service industry.

Keywords: Relationship marketing; Relationship investment; Relationship quality; Customer loyalty; Macao

International Branding Strategy: Implications in Big Emerging Markets

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ABSTRACT

Branding strategy is a focal issue of a firm's marketing initiatives in today's international marketplace. Kapferer (1992) argues that branding means more than just giving a brand name to a product or products. According to Kapferer (1992, pp. 46-47), "brands are a direct consequence of the strategy of market segmentation and product differentiation." Corporate brands as well as product brands are actively competing in the world markets. Corporate

branding refers to the branding strategy in which the brand and the corporate name are the same (de Chernatony 1997). Product branding, on the other hand, denotes different brands for different products. The imagery differs from one brand to another in product branding despite the fact that a single company may own multiple product brands (Davies and Chun 2002).

Big emerging markets offer tremendous marketing opportunities as well as challenges for firms. An effective branding strategy is crucial to the success of firms in big emerging markets. Thus, some questions arise: What factors and how do they influence the choice of corporate vs. product branding strategy in big emerging markets such as China and Brazil? This conceptual paper thus intends to answer these questions.

Theoretical Discussion

In today's marketplace, represented by fast innovation, increased customer service, and diminishing brand loyalty, firms must decide whether to build the brand of specific products or the corporate identity (Olins 1995). The assumption for creating a corporate brand is that a corporate brand will support all aspects of the firm and differentiate the firm from its competitors (Harris and de Chernatony 2001; Balmer 2001). McDonald, et al (2001) argue that, relative to corporate branding, a firm using a product-branding strategy will experience less damage to its corporate image if one of its individual product brands fails.

The role of branding and brand management is primarily to create differentiation and preference for a product or service in the minds of customers. The development of product branding has been built around the core functionality of the product to create and maintain differentiation in a particular market (Knox and Bickerton 2003). Corporate branding builds upon the tradition of product branding, seeking to create differentiation and preference. However, corporate branding is conducted at the level of the firm instead of the product or service.

Research Propositions

In international markets, the choice of corporate or product branding strategy is influenced by a variety of factors. Griffin (2002) asserts that both external factors and internal factors constitute the antecedents of the use of branding strategy. External factors (environment uncertainty and institutional environment) can create expectation. Internal factors (business exposure and top management attitude) can affect managerial decision-making capability. The uncertain environments in foreign markets are difficult to predict or control for many firms operating in these markets. Firms usually create strategies, including corporate branding strategies, to ease the uncertainty associated with these markets (Griffin 2002).

This conceptual paper particularly examines the impact of market complexity and international experience on firms' international branding strategy in big emerging markets. We also examine the moderating roles of country-of-origin (COO) effect and order of entry. We propose the following research propositions:

Proposition 1: The market complexity of international markets has a positive impact on a firm's choice of corporate branding in big emerging markets.

Proposition 2: The level of international experience of a firm has positive impact on its' choice of product branding in big emerging markets.

Proposition 3: The Country-of-Origin effect (COO) positively moderates the relationship between market complexity and corporate branding.

Proposition 4: The Country-of-Origin effect (COO) negatively moderates the relationship between international experience and product branding.

Proposition 5: The order of entry positively moderates the relationship between market complexity and corporate branding.

Proposition 6: The order of entry negatively moderates the relationship between international experience and product branding.

Future Research

This conceptual paper provides a theoretical foundation for the conceptual framework as well as research propositions. Subsequently, we will use a survey method to collect data for data analysis in following empirical studies. Future research should also examine consumers' perception and attitude toward various branding strategies. Similarities and differences among big emerging need to be explored. Branding strategy may also be product-specific or market-specific.

Brand Personality: A Study on University Branding

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ABSTRACT

Background and Objective

Brand personality has emerged as an important topic of study in marketing because it can help with brand differentiation (Aaker 1996). Despite its wide discussion in commercial brands (e.g., Liu et al. 2012), brand personality has been rarely examined in the education markets (Mallya 2012). Based on limited evidence, brand personality is believed to play an important role in the education market. This study investigates the differences of brand personality from past (alumni) and current students' perspectives.

Research Method

Aaker's five-dimension brand personality measure was adopted in the study. A structured questionnaire was used in anonymous surveys. A pre-test was conducted and items irrelevant in the education context were eliminated in the final test. The final data was obtained from a key university in Southern China. The sample comprised of 96 past students and 133 current students. Confirmatory factor analyses have been used to test each individual dimension as well as their contribution to the overall brand personality.

Results

Results showed some significant differences between the past and current students. First, the dimension of ruggedness was a strong factor in the sample of current students, but appeared to be insignificant in the alumni sample. The dimension of competence, however, had a stronger contribution to the overall brand personality in the alumni sample than in the current student sample. Furthermore, the items describing each dimension and their regression weights were vastly different between the two samples.

Discussion

This study found that brand personality is perceived differently among past and current students. Brand personality is often regarded as a static concept. This study has provided evidence that brand personality is constantly changing. When context changes, for example, from current students to alumni, brand personality perceptions also change. Next step of research is to understand the process that underpins the evolving concept of brand personality.

Further questions could be asked, for example, whether changes in social context or changes in personality, or both, lead to the changes in brand personality. Also, should we use different brand personality scales in different social contexts? Strategies for managing the differences will be discussed.

Who adapts faster? Luxury consumption, acculturation and gender effect

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ABSTRACT

In this study, we seek to examine the effect of gender in luxury consumption and consumer acculturation. Four samples are collected: Two student samples (Chinese and American) and two Chinese adult samples (living in China and living in the U.S.). Te different patterns of luxury consumption in China and the U.S. are first illustrated. American consumers' luxury consumption is more driven by self-identifying motive whereas Chinese consumers' luxury purchases are more encouraged by materialistic and quality values. In the acculturation process, consumers' attitudes towards the social aspect of luxury consumption vary across gender groups. Chinese men seem to abandon the Chinese view of luxury consumption more quickly than women after living in the U.S.

Effects of Initial Trust in Doctors on Medication Purchase Intention of Chronic Disease Patients in Mainland China: An Empirical Approach

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ABSTRACT

Purpose – The purpose of this paper aims at investigating the influence of initial trust in

doctor (ITID) and its corresponding ascendants namely, hospital institutional trust, trusting beliefs and trust propensity of patients, on the medication purchase intention of chronic disease patients in Mainland China.

Design/methodology/approach – Cross cities survey was conducted. 1500 self-administrated questionnaires were distributed to patient groups in 24 hospitals located in 20 cities of 14 provinces and 994 effective questionnaires were collected to test hypotheses.

Findings – According to the results, this research supported the hypothesized positive effect of ITID and the sequential effects of the corresponding ascendants of initial trust on medication purchase intention of chronic disease patient. Practical suggestions about how to foster ITID was proposed based on the insights from the research findings and the practitioners' point of view.

Originality/value – This research not only credits the validity of initial trust model proposed by Mcknight et al in 1998, in fact this study has extended the knowledge about the influence of initial trust on medication purchase intention to the context of healthcare service in China. It may be one of the first empirical researches describing the impact of ITID on chronic patients' medication purchase intention in China. Based on the insights of the findings, this paper also provided some practical suggestions for related stakeholders to foster ITID in China.

The Research on Crowdsourcing Model and its Influence on Business Operation

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ABSTRACT

The crowdsourcing model is an innovative model that base on internet consumer groups' co-created value. To explore the relationship between crowdsourcing model and business operational performance, the theoretical model presents in this paper describes the impact of crowdsourcing model on business operational performance, demonstrating the impact of extrinsic motivation and intrinsic motivation on the business operational

performance through participation in the size and task utility and quality. In this paper, questionnaire survey is carried out through a crowdsourcing website named Zhubajie, and the relationship between the variables in the model is tested on the basis of theoretical review, thus explaining the crowdsourcing model effects on business operational performance. Based on the research conclusion, this paper presents management recommendations to enterprises.

Key words: Crowdsourcing; Witkey; Co-Creation; Virtual Community

Factors Influencing Environmental Sustainability in Chinese Companies

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ABSTRACT

China is facing the challenges of environmentally sustainable development. Businesses begin to integrate environmental sustainability into marketing strategies and business operations. This research explores factors influencing marketing and business strategies in Chinese companies, how environmental sustainability is defined in Chinese business world, and how environmental sustainability shifts and takes a different shape in various industries and geographic regions. The idea of being able to simultaneously address corporate strategy and sustainability strategy is an important concept in today's business world. This study addresses how this integration can be implemented and how this integration can shift the entire organization into a new direction forward.

Key-Words: China, Environmental Sustainability, Business Strategy

‘Professional Selves’: Product meaning and consumer self-image congruence within female Chinese Wine Consumption

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ABSTRACT

With wine consumption in China on the rise and with limited understanding into cultural variations of the self concept theory, this paper presents preliminary data from our exploratory research on female Chinese consumers. We explore the meanings that Chinese women attach to the practice of wine drinking and we also investigate the way in which these meanings relate to the consumer’s sense of self. Interview data uncover that wine consumption brings connotations of femininity and elegance, which, beyond aiding the construction of a ‘feminine’ self, primarily aid in the construction of a successful ‘professional female’ self capable to build relationships with clients.

EXTENDED ABSTRACT

Conceptual framework and theoretical gap

Researchers of consumer behaviour have been increasingly interested in the connections between consumer and brands. One notable development of literature in consumer-brand relationship is self congruity theory. It is recognised that consumers form a relationship with a brand through the congruence between their own self identity and the identity of the brand and this connection can play an important part in brand equity (Belk, 1988; Sirgy, 1985,1986; Keller, 1993; Fournier, 1998; Aaker, 1999; Lee, 2009). Specifically, consumers tend to develop a favourable attitude towards a brand if the image of the brand is perceived as similar to the consumer’s self-image and personality attributes (Sirgy, 1985). One of the prime task of the marketer is therefore to identify the congruent areas of the two identities in order to

maximise brand equity. However, although it is recognised that the self-concept is hierarchical and multifaceted (Cheng and Watkins, 2000), very few studies link the self concept with the uniqueness of culture. The aim of this research is to close this gap by examining the relationships between consumer self image and product category image in relation to wine consumption in China by investigating the following:

a. What meanings do Chinese women attach to wine drinking? And

b. How do these meanings relate to these women's sense of self?

Contextual background and research context rationale

China's skyrocketing economy has increased the wealth of its citizens who are increasingly exposed to Western food and drinks. Total Chinese wine consumption reached 96.33 million 9-litre cases, equivalent to 1,156 billion bottles, in 2009, an increase of 104% compared to 2005. It was expected that Chinese wine consumption will grow by 33.8% to reach 230 million 9-litre cases by 2017 , Vinexpo,2011, 2014). China's strong wine market potential, complemented by the reduction of wine import duties after China's accession to the WTO, is attracting wine marketers from the major wine producing countries in the world, including France, Australia, America and Chile.

Several marketing reports have been produced to facilitate the entry of foreign wine producers in China, with a focus on descriptive measures such as competitive analyses of suppliers, the internal business environment and consumer profiles. Little academic research has explored in depth the behaviour of Chinese wine consumers except for those by Hu *et al*. (2008) and Balestrini and Gamble (2006), both of which examined the effect of country of origin on Chinese wine purchasing behaviour. Furthermore, as aforementioned, despite the flourish of the literature in self concept and brands, little research has been undertaken within the context of Chinese culture. By undertaking empirical research that involves a deeper understanding of the behaviour of Chinese wine consumers, we aim to provide evidence to set out criteria for segmenting wine consumers in China. In addition, we hope that this research will offer unique theoretical insights into cultural variations to the self concept theory.

This paper reports findings from the first, exploratory, stage of the research. Fifteen in depth interpretive interviews conducted in Chinese and secured through a snowball sampling took place in Beijing, Wuhan, Guang Zhou, Chang Sha and Shanghai during 2013-2014. Whilst the majority of wine consumption academic studies focus on heavy drinkers (Ritchie, 2007), our informants were moderate wine drinkers, mainly professional females aged 30-56. Open questions explored personal wine consumption behaviour, symbolic associations of wine consumption and links to the consumer's subjective sense of self. The interview transcripts were analysed using thematic analysis. Key findings are presented below.

Preliminary Findings

While in various cultures there has been a stigma attached to women drinking (Plant and Plant, 2006), an element apparent in all of the accounts was the social acceptability of wine as an alcoholic drinking practice within the Chinese social context. Fitting in with gender norms, wine was actually described as 'feminine' and 'elegant', connected to 'beauty' – all of which characteristics are typically linked with traditional ways of perceiving femininity (Butler, 2004), especially in China.

A pertinent insight from our professional sample was that wine drinking was less often placed within a romantic relational context and more often placed within a professional public space. When asked how wine drinking makes them feel and which type of women might drink wine, the overarching response was 'professional', coupled with 'aspirational' and 'confident'. Therefore, it was professional identity that seemed to be mostly related to wine consumption – the product seemed to act as an aiding tool in the construction of a professional persona in front of clients in entertainment settings. Furthermore, beyond an aid for a successful performance, wine appeared to also assist towards the construction of relationships with clients. Interestingly, it was often the 'feminine' symbolism of the drink that helped women in a professional manner- as reported, 'if clients see my feminine side, this helps to close deals'.

Next steps

The current exploratory data highlight the salience and relevance of the professional aspect of the self concept within female wine drinking practices. Our next steps will utilise professional self esteem measurement tools (adapted by work such as Rosenberg et al.'s (1995) work) over a wider sample in order to pursue the emerging theme in more depth.

Consumer Intention to Read Online Product Reviews: The Influence of Message Features and Source Credibility

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ABSTRACT

This study investigates consumer intention to read online product reviews by mapping the dimensions of Hovland's social communication model (SCM) onto the Elaboration

likelihood model (ELM). Through ELM, we examine the impact of message features and source credibility on intention to read online product review. In addition, this study addresses the issue of source credibility with the inclusion of reviewer credibility and website credibility which was not explored in ELM model. A survey of 136 participants was conducted and the partial least squares approach was adopted to explore and validate the measurement and structural models. Results show that message features, reviewer credibility and website credibility all have significant impact on intention to read online. Further website credibility appears to be a strong factor for Chinese consumer to read online product review. Research limitations and implications are discussed.

Keywords: electronic word-of-mouth, online product reviews, consumer behavioural intentions.

Is Online Channel a Counterstrategy to The Store Brand by the National Brand?

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As store brands, also known as private labels, continue to grow in sales and quality in the world's market, the national brand manufacturers (NBMs) no longer enjoy the monopolistic power of the supply chain anymore. How should NBMs react to the threat from prevailing store brands? At the same time, online channel as an effective channel choice has been adopted by a lot of firms, either to expand their markets, or simply to promote their products. Not surprisingly, NBMs can design their distribution channels to sell national brand products either directly (i.e., in centralized channels) or indirectly through independent retailers (i.e., in decentralized channels). It may be a predominant counterstrategy to add online channels for NBMs to react to the threat of store brands from retailers. In this paper, we study the interaction of an online channel introduced by a NBM and a retailer distributing the national brand. The retailer is also capable of selling her own store brand. To investigate the effect of the introduction of online channel by NBM on the retailer, we consider three models: (i) the base model without the online channel in the market but the retailer is allowed to introduce the store brand; (ii) the base model without the store brand in the market but the NBM may introduce the online channel; and (iii) the model with both the online channel and the store brand in the market. We use a game-theoretic model to capture the interaction between the

NBM and the retailer. The sequence of the activities is specified as follows: the NBM first sets the wholesale price for his national brand product; then the retailer decides her inventory level for the national brand product taking into account the announced wholesale price, and the inventory level for her own store brand if any. Meanwhile, the NBM makes his inventory decision for the online channel if any. It is a two-stage game with both players decides their channel or brand strategies at the same time. We find that the retailer's attitude towards the NBM depends on the degree of threat she perceives from the online channel introduced by the NBM. Interestingly, the retailer tends to adopt "cooperation" strategy when this threat is not that strong, while adopt "competition" strategy when she feels very strong threat from the online channel. However, the NBM always seek for cooperation with the retailer when he faces the threat from store brand. This shows that as a Stackelberg leader, the NBM has a more holistic point of view than the retailer. In addition, with the decrease of perceived quality of store brand, the retailer has more urgent intention of adopting the above strategies, while the NBM's tendency to cooperate with the retailer becomes weaker. Finally, even though sometimes the NBM will be hurt by introducing the online channel, he will do so as the retailer takes into account the potential threat from the online channel by reducing her inventory level for the national brand product.

Prosocial Motivation and Customer Service

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ABSTRACT

INTRODUCTION

Recent research in the area of positive psychology identified several strengths and virtues which, if incorporated into daily life, can make people lastingly happy. One of them is humanity, which includes such elements as love, kindness, and social intelligence. It has been shown that the boost to one's happiness from such actions as loving other people as fellow human beings and helping others selflessly lasts much longer than the boost from behaviors based on the other motivations identified earlier. This finding should be highly significant to the area of customer service. If helping others could provide more lasting happiness to

individuals than the other motivations, and people normally do things that have the potential to make themselves happy, then it is plausible that there are service industry employees who perform superior customer service because doing so makes them feel better about themselves. This study seeks to explore this issue.

RESEARCH METHOD

A preliminary survey was administered online. A convenience sample of respondents was contacted and 56 completed questionnaires were returned. Scales were taken from existing literature. All variables were measured based on a 5-point scale.

RESULTS

Prosocial motivation and extra-role behavior	.23	<.10
Prosocial motivation and role-prescribed behavior	.42	<.01 *
Prosocial motivation and perceived prosocial impact	.69	<.001 *
Perceived prosocial impact and perceived social worth	.32	<.05 *
Perceived prosocial impact and job satisfaction	.34	<.05 *
Perceived prosocial impact and extra-role behavior	.46	<.001 *
Perceived prosocial impact and role-prescribed behavior	.61	<.001 *
Perceived prosocial impact and self-esteem	.41	<.05 *
Extra-role behavior and job satisfaction	.34	<.05 *
Extra-role behavior and self-esteem	.38	<.01 *
Role-prescribed behavior and job satisfaction	.38	<.01 *
Role-prescribed behavior and self-esteem	.33	<.05 *
Job satisfaction and self-esteem	.32	<.05 *

CONCLUSIONS

- Prosocial motivations on the job is significantly related to job satisfaction, extra-role behavior, role-prescribed behavior, and perceived prosocial impact
- Perceived prosocial impact is also significantly related to perceived social worth, job satisfaction, extra-role behavior, role-prescribed behavior, and self esteem
- Extra-role behavior is also significantly related to job satisfaction and self-esteem
- Role-prescribed behavior is also significantly related to job satisfaction and self-esteem
- Job satisfaction is also significantly related to self-esteem
- Overall, the results indicate that prosocial work behavior seems to be a significant factor in determining job satisfaction and self-esteem

Keywords
Prosocial motivation, job satisfaction, customer service

Jia Lu Fu, Can Walmart learn from you?
Chinese Relationship or Guangxi Marketing In the Supply Chain of Walmart, Carrefour and Tesco

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ABSTRACT

The author was at a session of the Southern Marketing Educators at the Atlanta Marriott in 1996. The lead author wrote a paper on Chinese Guanxi Marketing as distinguished from the more western concept of Relationship Marketing (O'Malley, 2001). Since that day many Marketing scholars have delved into the concepts behind relationship marketing (it is more economically viable to keep a customer than make a new one) (Levitt, 1983) and many Chinese and foreign scholars have used guanxi as a proxy for relationship marketing.

The author wrote a presentation ten years ago entitled Jiaou Lu Fu, Walmart can learn a thing or two from you. At the time Carrefour was a leader in China marketing. Walmart was still a world leader in retail. Since that time they have reversed roles. It appears Walmart learned Guangzi marketing with its suppliers, which not only supply its retail inside China but outside as well. Carrefour did not do so well with its suppliers and reportedly are having to pay 20% kickback. (Wharton, 2011)

Walmart began in China in 1996, and did over $10 Billion last year. Walmart donated RMB77 million to local charities. It now has 398 stores in China, including 10 Sam's Clubs. Today in China, hypermarkets and supermarkets command 80% of sales. This includes Walmart, Carrefour and Tesco; as well as Chinese operators including the Beijing Hoalian Group and others.

Tesco, the huge hypermarket similar to Walmart and Carrefour (Jiaao Lu Fu in Chinese) is continuing with its home strategy from the UK of loyalty or membership cards and MasterCards with Tesco linking and points but drawn on Chinese instead of UK banks. It already has China sources and relationships for its Value line and is continuing those to keep its prices low. So far it is overtaking its competitors.

"Reviewing the role of brand equity in Higher Education"

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ABSTRACT

The purpose of the present study is to review the conception of brand equity in higher education and evaluating several brand equity models to identify issues for future research and provides directions to researchers. In addition, this paper attempts to present useful and practical information about measuring brand equity in higher education based on studies, which selected from well-known databases, Also this research, try to highlight a linkage between the different aspects of brand equity in higher education.

Key words: brand equity; Service quality; Higher education; measuring instruments

The Micro-Mechanism of Emerging Industry Policy Making Process in China: Uncertainty Management Perspective

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ABSTRACT

This paper aims to offer new theoretical and empirical insights into macro government policy making processes for emerging industry development in China's context from uncertainty management perspective. Theoretically, we propose an incremental process model of government-business interactions for the macro government policy making, which is composed of several incremental issues and stages within which micro-level policies are made to affect the behavior of industrial actors directly, and has the mechanism to manage uncertainties caused by lack of information and resource dependence in the uncertain environment of emerging industries. Empirically, through the case study of internet of things (IOT) from China context, we elaborate the uncertainty management perspective by refering how Chinese governments promote actions from industrial actors in emerging industries through information acquisition, action coordination, policy commitment and corporation action commitment mechanism.

Keywords: Emerging industry, Policy making processes, Uncertainty management, IOT industry

Inferring Consumer Purchase Behavior in Competitors' Store by only Using Firm's Internal Transaction Data

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ABSTRACT

Even in the information technology era, firms also face the problem of incomplete information. That is, firms have a complete internal database about when and what consumers purchase from their own firms, but they do not know much about external information such as when and what consumers choose from their competitors' store. Previous papers infer consumer category-level purchase timing through consumer purchase information from one specific firm. However, they do not deal with consumer brand choice in the perspective of incomplete information. Therefore, this paper proposes a model that uses consumer purchase data from one firm to infer consumer purchase timing and brand choice from competitors. We use the difference between consumer category level interpurchase time and observed firm level interpurchase time to infer consumer interpurchase time from competitors. We use the interdependence between consecutive purchase occasions on brand choices to infer consumer brand choice from competitors.

Key words: incomplete information, purchase timing, brand choice, interpurchase time, state dependence

Price Search and Periodic Price Discounts

Xing Zhang, Tat, Y. Chan, Ying Xie

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ABSTRACT

This paper empirically investigates the pricing strategy of a firm in a market where many firms sell the same product with similar costs. We use the heterogeneity in buyers' search costs to explain why a firm in such a market offers periodic price discounts, even when its supply cost is stable. We propose a full equilibrium approach treating the *distributions* of selling prices and quantity sales as equilibrium outcomes. We adopt a maximum empirical likelihood approach to estimate the model from observed prices and sales data to recover the non-parametric *distribution* of buyers' search costs. We assume that buyers may use either non-sequential or sequential search strategy. We demonstrate that using the sales quantity information in addition to pricing information benefits the estimation of both the non-sequential and sequential search models. In particular, the additional sales information allow us to estimate the search cost distribution non-parametrically in the sequential search model, and also make the estimates more robust in the non-sequential search model. Estimation results suggest that buyers in our data search prices in a sequential manner, as the sequential search model out-performs the non-sequential search model in terms of fitting with the observed price distributions and the true supply costs. Lastly, we conduct a counter-factual exercise to illustrate how lower consumer search costs may be supported by higher market prices in equilibrium in our proposed model.

Keywords: Price variation, price competition, search cost, mixed pricing strategy, non-parametric empirical likelihood method

Research on the Relationship between Consumer Network Information Searching and New Product Sales

——take new car launch as an example

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ABSTRACT

Search engines are rapidly emerging in China and for Chinese consumers to learn more about a product, concept or a term of interest, especially the many new products' pre-launch triggered consumer attention and search. Search engine data is a kind of true and objective record of our consumer concerns. Analysis of search data can help us to find the variation tendency of the consumers' attention to specific products and forecast new product sales. In this paper, we take some new car launch, e.g. Golf seven, as the research object. Based on the Baidu index as consumer Internet search data source, we established econometric prediction model to estimate the new car launch sales. We test and correct the prediction model with the cars' sales data for the website of CHOOSE AUTO. From the Empirical study, we found the prediction model can accurately predict the new car launch sales based on consumers search data, especially in the initial post-launch period. We offer specific insights into how managers can use search volume data and the model to plan their new product release in the conclusion.

Keywords network information searching, new product sales, relationship

Is Benevolence on While Business is Over? The Effect of Social Ties and Close Relationship During Exiting From Channel Relationships

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Chunyu Xia
Dongbei University of Finance and Economics,

ABSTRACT

Despite increasing attention to the importance of social ties in the process of institutional transition, few studies focus on the role of social ties during exiting from channel relationships. This study empirically examines the effect of business ties and political ties of channel members on relationship exiting, and the effect of close relationships on the outcome resulting from exiting. Findings show that relationship exiting is business ties have negative effect on relationship exiting, while political ties have positive effect on that. Furthermore, market uncertainty weakens the effect of business ties and strengthens the effect of political ties. Finally, relationship exiting has positive effect on opportunistic behavior, which is strengthened by close relationships. This study contributes to the extant theory by extending business ties and political ties to relationship dissolution and deepening the understanding on the different effect of the two types of social ties and dark side of close relationships.

Key words: business ties; political ties; relationship exiting; opportunistic behavior; close relationship

Effects of commercial friendship on consumers' follow-up behavior intention after service failure

Xiaorong Fu，Qinghong Xie，Tang Thuong Phat，Hong Chen
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ABSTRACT

Commercial friendship, a kind of relationship which evolved from mutual interaction between service employees and customers in business, could further promote the service encounter and relationship marketing. This article examines the effects of commercial friendship, perceived fairness, and perceived betrayal on consumers' follow-up behavior intention in the context of service failure. Specifically, when taking the distinctiveness of Chinese commercial friendship into account, we categorize commercial friendship into the forms of "Friendship-before-business" and "Business-before-friendship", and study their effects on the variation of follow-up behavior intention after service failure.

Our empirical research applies the context description method to design the questionnaires, and analyzes the data by the software of SPSS 18.0 and Smart PLS 2.0. In our findings, firstly, there is a distinction between commercial friendships of "friendship-before-business" and "business-before-friendship". Customers' expectation of the "friendship-before-business" commercial friendship is higher than one of the "business-before-friendship". Secondly, commercial friendship exerts a positive influence on perceived fairness, but negative influence on perceived betrayal; perceived fairness exerts negative influence on perceived betrayal; and commercial friendship and perceived fairness have interactive influence on perceived betrayal. Lastly, we found that the gravity degree of service failure and commercial friendship have interactive influence on perceived fairness and perceived betrayal. This study provides a theoretical foundation for services enterprises how to utilize commercial friendship in order to enhance the service recovery efficiency, as well as the theoretical supports for building and managing the commercial friendships.

Keywords: commercial friendship; friendship; consumers' follow-up behavior intention; service failure

Study of the national attitude towards national high-end brands on "Liyuan Style" event——Based on the empirical of brand perception

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ABSRACT

In this paper, "Liyuan Style" event on the national attitude towards national impact of high-end brands as a starting point. Constructed the research model with the product image, corporate image, the image perceived to, and using structural equation methods for validation.

The following conclusions: (1) the national attitude towards national high-end brands after "Liyuan Style" event have obvious influence;(2) The national attitude towards national high-end brands after "Liyuan Style" event have significant effect including the "brand awareness" and "brand emotion "and" behavioral tendencies ";(3) "Liyuan Style" event have impact on national high-end brands mainly through the intermediate variable "value image perception" and "social image perception".

Keywords： national brand; brand image perception; "Liyuan Style" event; structural equation modeling

The Trustworthiness of Reference Group and Cooperation Quality: Implications for Online Crowdsourcing Market

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Zhongnan University of Economics and Law

Crowdsourcing market provides a lot of advantages to solve problems of organizations, companies and individuals. As a result, it’s important to develop an understanding of online reference Groups and cooperation quality. The authors argue that reference groups can obtain trustworthiness in the eyes of the crowd, such as integrity trustworthiness and ability trustworthiness. The trustworthiness of online reference groups has influence on the participation behaviors of crowd. The authors test these ideas by examining the

crowdsourcing process on zhubajie e-market in March 2012. When the perceived risk is high, the effect of integrity trustworthiness on participation behavior is greater than ability trustworthiness. When the perceived risk is low, the effect of ability trustworthiness on participation behavior is greater than integrity trustworthiness. The higher the level of participation of crowd, the higher cooperation quality between focal agent and qualified crowd.

Research Advances and Prospect of Job Demand-Resource Model

Hui Qiao, Yun Liu
Wuhan University

ABSTRACT

The research of Job demands-Resource model as a new research field of human resource into the twenty-first Century quietly rising, has got the theory researchers and practitioners' increasingly attention. On the basis of combing the related literature at home and abroad, the paper reviews the research background of the rise of JD-R model, expounds the connotation of the model, explores several major stages in the development of JD-R model theory, and points out the shortcoming of existing studies and puts forward the prospects for future research, in order to provide reference and inspiration for domestic scholar's follow-up study.

Keywords**:** job demands-resource; connotation; literature review; future expectation

The Impact of Local Featured Products on Domestic TravelMarket through the Reverse County-of-Origin Effect

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ABSTRACT

The purpose of this study is to explore the impact of local featured products on domestic travel market through a possible reverse county-of-origin effect by examining the mediating effect of destination image on the relationship between local featured product beliefs and visitor's willingness to revisit. A sample consisted of 174 on-site visitors was obtained at Lukang, Changhua County, Taiwan through a purposive sampling procedure. Structural Equation Modeling and Sobel analyses were performed to analyze the primary data obtained from the sample. The result showed that (1) respondents' product beliefs of local featured refreshments affect their destination image of Lukang significantly; (2) respondents' destination image of Lukang affects their willingness to revisit significantly; (3) respondents' destination image mediates the relationship between their product beliefs of local food and willingness to revisit. Accordingly, the proposed reverse county-of-origin effect is supported empirically by the results of this study and the effect is also verified that further affects visitors' willingness to revisit. Based on the results, suggestions for practicing the scheme of 'One Village One Product' to promote the demand of domestic travel are discussed.

Keywords: Local featured products, destination image, reverse Country-of-Origin.

FULL PAPER(IN CHINESE)

偏好结构的争论与展望

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摘 要

近 30 年热点研究的情景效应，它挑战了传统的效用理论，以及拓宽了偏好的研究领域——偏好结构。但这些研究也引起了学术界不少的质疑，其中最突出的观点是认为偏好的不稳定性被过分强调。本文综述了偏好结构研究的争论和外国研究框架，并提出了关于偏好结构研究的一些见解。希望为学界进一步研究提供铺垫。

关键字：偏好结构；情景效应；偏好的稳定性；

我们是否留意过，一个理财谨慎的人会喜欢进行冒险的活动呢？传统观念认为，一个人的风险偏好在很大程度上是与生俱来并且一成不变和不受情景影响的，但是这些观念正被颠覆。事实上，促使人们做出疯狂冒险行为的原因要复杂得多。在某些环境下谨小慎微的人，在不同的环境下可能会勇于挑战风险，这具体取决于很多因素，比如人们对所处环境的熟悉程度以及他们当时的情绪(Shellenbager Sue, 2013)。

古典效用认为，偏好是稳定的，完备的。但随着显性偏好理论研究发展和其研究方法的成熟，越来越多的行为决策学者发现原来的理论不足以解析有关研究的结论和现实中的现象。情景效应的研究就像新生的婴儿打破了出生的枷锁，成为近三十年成的热点研究。由于情景效用证实了偏好具有结构的观点，所以偏好结构的研究也就应运而生。然而，学术界渐渐出现一种呼声，认为这些研究过于强调偏好的不稳定，并呼吁学界应该重回关注偏好的稳定性的研究，这很大程度上也是对偏好结构研究的挑战。为此，本文综述偏好研究的演变，并就偏好结构的一些争论，提出见解。

偏好结构的争论（Preference construction）

对于偏好研究的争论十分大。这些争议除了理论假设，还包括了方法论之争。从理论的视觉：“偏好内在论者”认为，偏好是内在而稳定的；“偏好结构论者”认为，情景和偏好结构，证明了人们在不同情境下，其偏好和决策会有所不同；从方法论的视觉，一些学者认为，情境研究是“一堆凌乱”的“异常现象”拼凑起来的百科全书，缺乏系统性和逻辑性(Simonson, 2007; 姜涛, 2013)。某种程度上，这或许是正确的。因为情境效应和偏好结构的研究与之前学说不只是微小的差异，而是整个理论框架的转移(Simonson, 2007)。

情境效应研究的方法基础是根据塞缪尔森（P.Samuelson）1938 年提出显示偏好，

以及后来由 Afriat（1967）提供的方法论而成的。行为决策理论学家通过情境效应研究颠覆了传统理性选择理论，揭示了选择集对消费者偏好和选择具有系统性影响，并于近年成为国际学术界的研究热点(孙洪杰、周庭锐, 2012)。虽然，这些研究很大程度上证明了偏好具有结构的特征。但整体研究来说，其充分利用了实证研究的工具，却缺少了理论的整体特性。

然而，有些学者对此的认识是所偏差的。关于偏好结构讨论和研究的范围远远不只是，也不应该只是关于选项集的研究。目前相关的文献还研究了，情景结构对认知和经验的影响研究（如对安慰剂研究、价格对满意度（品尝酒）的研究等）和偏好稳定性的条件。

情景效应和偏好结构是一个现象的两个面，前者更多是从外在观察到的现象；后者更多是从心理机制上对现象进行解析。虽然目前学术界对偏好结构还有比较大的争论，所以还未

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形成一个清晰的定义和理论体系。但本文希望通过综述和讨论，尽可能让读者更加了解这个领域。

偏好结构的研究

偏好结构的定义：首先，对于偏好有几种不同的解析，其中经济学家和行为决策学者通常将偏好等同于选择或者愿意支付。而心理学家通常将偏好表示为对某事物满意与不满意的倾向(Warren et al., 2011)。而结构在心理学上是指利用可以输入的过程来影响判断和决策，而相关的文献更多的是指什么情景下偏好不稳定，或不具有完备性。

尽管很多有关偏好结构的研究，但对于偏好结构的定义目前没有统一，或清晰的定义。2011)通过搜索相关文献和分类大致分其为两种：一种是情景敏感；另一种是决策分析（calculation）。前者的理论基点侧重于偏好的不稳定。后者的理论基点侧重于偏好的不完备——偏好不是简单地通过回忆取回的。本文认为，定义偏好结构的难度不但在于：更好地描绘心理机制与决策过程的需要；它还意味着对偏好稳定性的重新定位。

如 Bettman et al.(2008)假定每个人都有一个偏好基元（preference Primitives）的词汇（Vocabulary），这种词汇某程度上表示个人目前潜在的偏好。从而通过这些碎片或者要素能够的组合来评估刺激物。这种假设是为了使得偏好结构的含义更为接近偏好原旨意，并且有利于解释偏好的稳定与不稳定——因为人们面临的情景通常都是稳定的。

与偏好结构的观点不同的学者，他们主要认为，偏好结构性的证据缺少外部效度，因为它只是反应人们在选择中的困境。这种困境是指：决策者对绝对属性价值和

交易的评估，以及他们倾向受相关的估计所吸引(Simonson, 2007)。为了摆脱这种困境和节约心智成本，决策者会倾向使用启发式的方法来做出决策，如上文提到的参考点依赖，在选项中评估相对的价值；或者根据某些规则，如价格最便宜。但这些方法容易被诱导和吸引，从而产生情景效应。

1、基于偏好习得的角度，Amir & Levav(2007)认为，某些决策情景（实验情景）有利于决策者用一个启发式的线索来解决决策问题和避免评估交易意愿的困难。而这种启发式的方法是在选项中学习的。这是一种选择结构（choice construction），而不是偏好的结构。它不代表消费者真正的偏好，而且不可移植（portable），也就是说，只适合特定的情景。这种观点与内在偏好不同，某程度上认同了决策是可以通过情景影响的。但这种在实验中的选择，并不反应消费者的偏好而已。

虽然他们的观点直接刺中了偏好结构研究的要害，但他们的观点并不是无偏的。首先，在情景效应的研究中，很多的学者已经察觉选择的难度对情景效应的作用，由于心智成本的有限，所以随着选择难度的增加，情景效应也越显著。但导致这种困境不只是仅仅对绝对的价值评估。

2、基于产品分类理论，严建援等(2012)指出便利品与购物品对折中效应的作用是不同的。因为这些产品的属性使其效用/评估成本比和风险感知都是不同的；基于信息不完全和风险感知，孙洪杰、周庭锐(2012)通过实证研究发现，不完全信息属性的同异会在高感知风险情形下成为一种外部线索，使消费者倾向于选择属性趋同的产品（趋同效应）。显然，消费者心智成本有限使其在面对决策效益和风险感知中进行平衡。

可见，选择困境不能单纯认为是决策者对产品属性绝对价值的评估困境，它还包含了决策者所需要付出的努力程度，以及风险的感知程度。而这些因素不仅仅存在于实验室，也存在于现实的很多情景。而且导致这种困境不仅仅是外部的条件因素，还因为存在内在的心理结构，如心智成本以及损失规避。

本文认为，情景能够影响或者诱发偏好结构相应的作用，即某些特别的情景对应着某些心理结构特征，如风险规避，参考点依赖等。而这些特征很大程度上是内在的。这些内在的特征又构成的偏好的稳定与不稳定。正如一些学者认为，偏好稳定是基于相若的心理表征(Sengupta & Fitzsimons, 2004)，或情景(Bettman et al., 2008)。

3、基于情景对偏好影响的研究

认知和经验是受情景影响的：从内在的心理机制上看，依然有很多证据证明：认知和经验是受情景影响。如图 1，Kahneman(2003)说明了我们的理解是受情景影响的，当我们看上面一行时，我们认为中间的是 B。然而，同样一个符号在第二行是 13。

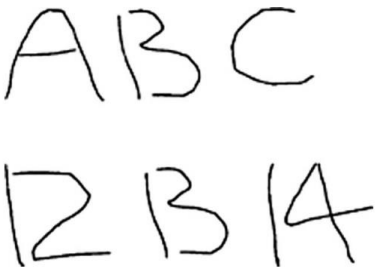

图 1

Plassmann et al. (2007)则发现葡萄酒被贴上价格越高，被试反馈的满意度也越高，但是实际上都是一样的酒。有些学者则在问卷中直接询问被试对于选择困难的感知。金立印等(2009)就发现手机服务定制化的加法与减法框架中，被试感知的心理冲突和决策难度是均等的。但决策乐趣和预期后悔在不同框架下则是不同的。还有我们都熟知的安慰剂效应。这些证据说明了：记忆对情景的线索是高度敏感的，不仅仅是简单从存储中取回(Warren et al., 2011)。

目的影响价值的评估和偏好，而情景影响目的。比如说，当人们面对压力时，常常会吃垃圾食品来使自己放松，而这类型的人往往就是最积极限制自己进食的人。所以目的某程度直接影响了哪些选项和结构是偏爱的。因为目的间接地影响了评估选项和结果的参考点，以及其决策的过程(Warren et al., 2011)。所以目的的改变，也带动偏好的改变。很多关于偏好不稳定的研究可以解读为假定选择是目的导向的，而不是最大效用导向的(Van Osselaer et al., 2005)。

偏好的稳定性研究的框架

虽然情景效应与偏好结构的研究在这 30 多年获得很多的关注，但也引起越来越多的质疑。Slovic(1995)认为，如果诱导过程产生不同的选择顺序，那么偏好应该怎样被定义和他们存在是意义又是什么？从实验的角度上看，Drolet 和一些学者认为，特别地，如果偏好真的这么敏感，那么实验效果的获得就需要有很稳定的实验刺激和控制；所以一些呼声认为，关于偏好结构的研究已经被过分地强调，并呼吁学界应该更关注偏好的稳定性。

而目前也有几种主流检验偏好稳定的条件的研究(Bettman et al., 2008)：第一种研究结果是：具有稳定性，但是仍然存在随意结构化。比如关于心理学上“任意连贯性”（coherent arbitrariness）的研究认为，人们无法准确地估计“公平价格”，但由于根据种种线索判断价格。反而受到无意识、不理性、政治等不正确因素的强烈影响；第二种是采用 Feldman and Lynch's (1988)的观点：认为当有一个优先、可以理解和特征的（diagnostic）态度可以取回的时候，偏好是稳定的；第三种来源关于结构偏好以及态度结构。Sengupta & Fitzsimons(2004)认为，在不同的情景，判断之所以倾向稳定，是由于这时他们基于相若的心理表征（mental representations）。

而本文则从上文有关的研究中，总结了心理决策机制、情景和偏好结构是影响偏好稳定的重要因素（图 2）。当决策者决策时面临的困境，这些困境包括：对绝对价值

属性的评估、决策效益和风险感知。情景的信息流会根据目前的心理状态和决策目的转为线索，然而线索自身往往是没有意义的和不足的（信息不完全）。它需要激活相关记忆和经验碎片，从而获得其“价值”（效用），以及激活相应的偏好结构。随后，这些线索和记忆将在偏好结构中获得更深层次的加工和处理。而偏好结构，这个黑盒，它可能只是一个简单笔直的隧道——直接从记忆取回（retrieved），但也可能是一个有着复杂内在心理结构特征的分析方案（calculation(Warren et al., 2011)）。

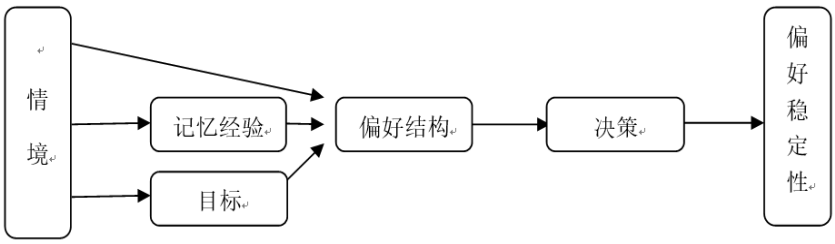

图 2

本文认为，偏好通常情况下是稳定，而偏好结构不是等同于偏好稳定不兼容(Bettman et al., 2008)。从图中看偏好的稳定来源于：1、稳健的偏好结构，如坚定的信念，清晰和活跃的偏好等。2、对产品的熟悉程度高以及丰富的经验（记忆）；3、稳定与不受约束的目的。稳定的目的是指：决策者给自己决策的前提和目的，如决策的原因和意义的稳定性。而不受约束是指：如没有时间上的压力，或没有幻影选项等。4、相似的情景。如最容易在压力下进食的人，就是平时最积极限制进食的那些人：当处境不顺、需要善待自己的时候，进食便是他们放松的方式。

偏好不是一成不变的，因为生活在变，世界在变，习惯变化已经是人们的一种需要和必须的技能。更重要的是人性自身具有很多内在的心理结构特征，是价值的解码器。人们需要根据具体的情景调用对应的分析工具和获取不同的感受也是自然的。

总结

显示偏好，它与古典理论的“偏好关系”（效用）-选择不同，它的逻辑是通过观察人们的选择，从而确“偏好的关系”，或偏好的倾向。利用这种研究方法，决策行为研究学从微观的情景研究中，找到古典效应理论的突破口，改变了以往我们认为偏好是稳定、完备和独立等观念。随着这些改变，对偏好的研究兴趣的加深，偏好结构首当其冲地成为了研究的主角。但在它还未成型之时，一些质疑的声音则呼唤学界应该关注偏好的稳定领域的研究。为此本文综述了偏好研究的发展和演变，并提出一些观点和思考：

1．本文认同一些学者的看法，偏好结构的研究虽然证实了偏好存在不稳定的可能，但是没有必要认为，其固有地与偏好稳定不兼容。偏好结构的稳定能够与外部不断变化的情景有机结合，从而形成人们偏好和决策。

2．显示偏好的选择-“偏好关系”的分析方法和以往主要通过准实验法观察人们的选

择是存在缺陷的。但这些弊病，如外部效度的争议，很多也存在在社会科学研究不断进步的过程中，而且对偏好结构和情景效应的研究从来都不会只是仅仅通过一堆选项集和生硬的实验来观察，所以对于情景效应和偏好结构的研究没有必要以偏概全。

3．情景效应的产生，一些学者认为，这只是决策者在任务，或实验框架下的选择困境。而本文认为，这种困境不仅仅是决策者受绝对价值评估的困难影响，它还包括对风险的感知及其分析需要的努力程度。除此之外，它还受到决策的目的以及相应的偏好结构影响。

虽然，或许在过去三十多年的情景效应可能是过于强调偏好不稳定的情况。而且从其中各个微小的观察未必能知道真知的全貌，但是它至少拓宽了我们研究的空间——证实偏好具有结构性，以及为市场策略和市场分析预测提供重要的指导意义。面对学术届对偏好的争议，现在研究偏好稳定性的条件和框架是重要的。它或许将确定偏好以后的研究方向奠定基石。而且偏好的稳定性还有应用的价值，如 Shen & Ball(2011)将偏好稳定性应用于，在电子商务中，消费者对个人推荐的反应研究。所以有关偏好的稳定性的研究也许将成为日后相关领域的重要研究课题，学界应加以重视。

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丑闻后慈善捐助匹配度对品牌形象的修复机理—利他性动机认知的中介作用与感知质量的调节作用

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摘要

近年来品牌丑闻频发，其带来的负面影响仅通过短期应对策略无法消除，因为丑闻的根源是社会责任缺失所致，因此从社会责任视角修复丑闻品牌形象已成为现实问题和理论问题。本文基于归因理论，运用实验法探究丑闻后慈善捐助对品牌形象的修复机理。研究结果显示：品牌丑闻发生后慈善捐助确实对品牌形象具有修复作用；慈善捐助的匹配度越高，对品牌形象的修复效果越好；另外消费者对慈善捐助活动的利他性动机认知起中介作用，消费者对丑闻后品牌质量的感知起正向调节作用。

关键词：品牌丑闻；慈善捐助匹配度；品牌形象；利他性动机认知；感知质量

In recent years, the brand scandals are frequent and its negative impact can not be eliminated only through short-term coping strategies because its root is the lack of corporate social responsibility .From the perspective of social responsibility to repair the brand image has become a reality and theoretical problems. Based on attribution theory, using the experimental method, this paper explored the repair mechanisms of charitable donations on brand image in scandal. The results showed that: charitable donations did have repair effects on brand image after brand scandal; the higher fit of charitable contributions can brought the better restoration; consumer awareness of altruistic motives for charitable contributions mediated repair effects, and Perceived product quality positively moderated renewal effects.

Key words: Brand scandal; Fit of charity donation; Brand image; Cognition of altruistic motive；Perceived product quality.

引言

品牌丑闻(brand scandal)又称为品牌负面曝光事件，指品牌诱因导致品牌的属性和诉求受到消费者质疑和不信任，并且这一做法在品牌消费者群体中被广泛接受和扩散的情形（Dawar，Lei，2009)。丑闻带来诸多负面，如产生消极品牌态度与品牌联想，损害企业声誉与形象、负向影响消费者态度[2]、降低品牌评价[3]、消费意愿[4]、产生溢出效应[5][6]，为此诸多学者对短期应对策略进行了大量研究[7][8][9][10]。但丑闻的负面影响并非仅通过短期应对策略即能消除（Baolong Ma，2010），丑闻曝光的根本原因是企业唯利是图、忽视社会责任所致（Souto, Belén Fernández-Feijóo，2009），因此需从社会责任视角构建丑闻品牌修复的理论和策略。虽然目光长远的企业的确在丑闻发生后兼以慈善捐助等社会责任活动欲修复品牌形象，例如丰田公司在“刹车门”后积极投身于“捐资助学”等社会责任活动，蒙牛集团在“三聚氰胺”事件后也做出了“捐助地震灾区”等善举，但修复效果却不尽相同。

那么，丑闻后慈善捐助社会责任行为能否有效修复品牌形象？其机理是什么？针对此类问题，过去的研究尚不能给出确切答案。虽然众多学者对社会责任效应进行了大量研究，证实其有助于改善财务绩效[11]、提高消费意愿[12][13]、

危机中口碑方向对消费者态度的影响[J]. 营销科学学报, 2009, 4(4): 1-12.

[3]段桂敏, 余伟萍. 副品牌伤害危机对主品牌评价影响研究——消费者负面情感的中介作用[J]. 华东经济管理, 2012 (4): 115-119.

[4] Vassilikopoulou A, Siomkos G, Chatzipanagiotou K, et al. Product-harm crisis management: Time heals all wounds?[J]. Journal of Retailing and Consumer Services, 2009, 16(3): 174-180.

[5] 庄爱玲, 余伟萍. 道德关联品牌负面曝光事件溢出效应实证研究——事件类型与认知需求的交互作用[J]. 商业经济与管理, 2011 (10): 60-67.

[6]Ahluwalia R, Burnkrant R E, Unnava H R.Consumer response to negative publicity: the moderating role of commitment[J]. Journal of marketing research, 2000, 37(2): 203-214.

[7] Benoit W L. Image repair discourse and crisis communication[J]. Public relations review, 1997, 23(2): 177-186.

[8] Coombs W T, Holladay S J. Unpacking the halo effect: reputation and crisis management[J]. Journal of Communication Management, 2006, 10(2): 123-137.

[9] 方正, 杨洋, 李蔚, 等. 产品伤害危机溢出效应的发生条件和应对策略研究——预判和应对其它品牌引发的产品伤害危机[J]. 南开管理评论, 2013, 16(6).

[10] 余伟萍, 庄爱玲. 品牌负面曝光事件下焦点品牌和竞争品牌动态响应行为研究[J]. 管理学报, 2013, 10(9): 1393-1398.

[11] Torugsa N A, O’Donohue W, Hecker R. Proactive CSR: An empirical analysis of the role of its economic, social and environmental dimensions on the

提升品牌形象[14]、以及抵御丑闻负面影响等[15]，但是这些企业社会责任行为都发生在品牌丑闻之前。例如：江炎骏，朱翊敏与周延风分别探究了丑闻前慈善捐助行为对丑闻后的品牌声誉具有保险效应[16][14]，井淼，周颖研究表明危机前企业社会责任能有效降低危机事件对品牌资产的伤害[17]，Michel 和 Pamela 证明了提升公司的社会责任是遭受形象危机的公司进行形象修复策略的一种重要方式[18]。然而，丑闻发生后，企业的慈善捐助等社会责任策略是否对品牌形象有正面影响？理论界尚未给出确切答案。

另外，已有学者研究表明正常情境下慈善捐助活动对消费行为的正向作用与其匹配度及消费者对慈善公益活动的利他性动机认知关系密切。高匹配度的公益活动能够提升企业与品牌形象[19]，品牌与慈善事业的匹配度影响消费者对赞助企业的评价[20]。根据归因理论，匹配度正向影响消费者对社会责任行为的社会导向归因，这种利他动机有助于企业在利益相关主体中获得正面的行为归因（Klein and Dawar，2004），提高企业声誉，企业社会责任匹配性越强，消费者的利他性归因动机越明显[21]。另外Sen和Bhattacharya以及马龙龙研究发

association between capabilities and performance[J]. Journal of business ethics, 2013, 115(2): 383-402..

[12] Klein J, Dawar N. Corporate social responsibility and consumers' attributions and brand evaluations in a product–harm crisis[J]. International Journal of research in Marketing, 2004, 21(3): 203-217.

[13]朱翊敏，周延风. 品牌熟悉度和赞助方式对消费者响应的影响[J].商业经济与管理，2013(1):44-51.

[14] Yoon Y, Gürhan-Canli Z, Schwarz N. The effect of corporate social responsibility (CSR) activities on companies with bad reputations[J]. Journal of Consumer Psychology, 2006, 16(4): 377-390.

[15]Godfrey P C, Merrill C B, Hansen J M. The relationship between corporate social responsibility and shareholder value: An empirical test of the risk management hypothesis[J]. Strategic Management Journal, 2009, 30(4): 425-445.

[16]江炎骏. 企业捐赠的伤害保险效应研究[J]. 管理学报, 2013, 10(4): 612-618.

[17] 井淼，周颖. 产品伤害危机中危机反应策略对品牌资产的影响——基于企业社会责任的视角[J].工业工程与管理.2013(4)：122-130.

[18]Michel M Haigh,Pamela Brubaker. Examining how image restoration strategy impacts perceptions of corporation social responsibility, organization-public relationships, and source credibility [J].Corporate Communications: an international journal,2010,15(4)：453-46

[19] 曹忠鹏,代祺,赵晓煜.公益事件营销中企业—消费者匹配度和宣传侧重点影响效果研究[J],南开管理评论.2012，l 5(6):62-71

[20]Nan X, Heo K. Consumer responses to corporate social responsibility (CSR) initiatives: examining the role of brand-cause fit in cause-related marketing[J]. Journal of Advertising, 2007, 36(2): 63-74.

[21]田虹, 袁海霞. 企业社会责任匹配性何时对消费者品牌态度更重要——影响

现，在未有丑闻的情境下，企业社会责任水平对消费者购买行为的影响还受到消费者对产品感知质量的调节[22][23]，

本文试图探究丑闻后企业开展的慈善捐助对品牌形象有无修复作用，以及匹配度不同的慈善捐助活动的修复效果是否不同？消费者对慈善活动的利他性动机认知是否发挥中介作用？丑闻后，消费者对品牌的感知质量是否会调节修复效果？本研究将对这些问题进行系统剖析，探明丑闻后慈善捐助匹配度对品牌形象的修复机理，在丰富品牌丑闻修复理论的同时帮助企业采取更恰当的社会责任行为，从长期视角修复品牌形象。

文献回顾与研究假设

丑闻后慈善捐助与品牌形象重塑

品牌形象是品牌的总体感觉在消费者心目中的折射，但品牌丑闻会降低品牌形象，需要采取有效策略积极修复。Williams,Barrett(2000)[24]研究发现企业慈善行为对品牌形象具有积极作用，慈善捐助和其他社会活动有助于减轻某些违法或不道德行为(比如产品召回)对企业声誉的破坏。危机管理研究学者Coombs（1995）、Maignan et al.(1999)认为企业社会责任沟通可能是消除危机负面影响的有效工具，Ashforth and Gibbs（1990)认为企业在危机中使用社会责任行为进行沟通实际上代表了企业合法合理的防卫，Handelman和Arnold（1999)也认为企业需要从事社会性的慈善捐助活动以迎合社区的规范约束从而抵御短期经营竞争性环境的突变。在应对危机时要体现公平、公正的精神，而对公平和公正的追求正是企业承担社会责任的一个目标[25]。Siomkos等(1994)指出CSR体现在企业的日常经营管理之中，更集中体现在产品危机事件的应对过程中，如果在政府部门介入危机事件之前，企业便采取行动，如自愿的产品召回或其他更积极的努力，消费者会感觉企业更富有社会责任感；但是当消费者认为企业在处理危机事件时没有体现社会责任并且破坏诚信准则时，他们不仅可能反对某特

消费者归因的边界条件研究[J]. 南开管理评论, 2013, 16(3): 101-108.
[22] Sen S, Bhattacharya C B. Does doing good always lead to doing better? Consumer reactions to corporate social responsibility[J]. Journal of marketing Research, 2001, 38(2): 225-243.
[23] 马龙龙, 企业社会责任对消费者购买意愿的影响机制研究[J].管理世界,2011(5):120-126.
[24] Robert J. Williams，J. Douglas Barrett. Corporate Philanthropy, Criminal Activity, and Firm Reputation: Is There a Link?[J] .Journal of Business Ethics,2000, 26: 341–350.
[25] Folger R G, Cropanzano R. Organizational justice and human resource management[M]. Sage, 1998

定品牌，更可能反对企业提供的所有产品或服务。因此当丑闻发生后要迅速采取一系列产品质量管理措施予以纠正，而履行社会责任是最低标准（Campbell,2006)。

品牌丑闻会使组织被污名化，Kulik等（2008）认为污名促使组织实施有价值的反污名化的行为，比如组织公民行为，从而在帮助组织累积社会资本的同时使组织受益。因此，品牌丑闻后，企业采取社会责任行为是修复品牌形象的重要策略之一。Souto，BelénFernández-Feijóo（2009）认为2008年的金融危机的根源之一在于企业缺少社会责任，因此可将其作为管理危机并帮助企业克服危机的工具。杜岩等（2013）从契约的角度认为企业形象主要是通过显性契约的履行来提升，但在危机时通过履行隐性契约可以降低损害，而社会责任恰是企业与社会的隐性契约，事后企业开展社会责任活动可以恢复企业形象[26]。Michel和Pamela（2010）认为提升公司的社会责任是遭受形象危机的公司进行形象修复的一种重要方式。

企业慈善捐助是具体、清晰的社会责任行为，具有“战略性”它有益于企业和社会的战略性投资[27]，能够降低企业成本、在消费者中间建立正面的声誉效应；当企业出现产品事故或责任时，能够减少企业的损失，带来更多的有形回报[28]，树立品牌形象[29]。Chen等(2008)研究证实，那些产品安全性评价低的企业更愿意花钱从事慈善捐助[30]。基于上述理论建立假设：

H1：品牌丑闻后慈善捐助能够显著提升品牌形象；

丑闻后慈善捐助匹配度与品牌形象修复

企业在开展慈善捐助活动时希望能寻找到持积极态度的公众作为合作对象，即会关注慈善活动的匹配度问题。所谓匹配度（或匹配度，fit)是指企业的慈善捐助公益活动和企业能力、产品/业务范围、品牌形象、企业定位、目标市场等之间的一致性。企业公益性活动应该与企业本身的生产线、品牌形象或者

[26]杜岩, 张洪奇, 卢庆珍. 基于社会责任视角的企业危机公关对策研究——以酒鬼酒 “塑化剂” 事件为例[J]. 技术与创新管理, 2013, 34(3): 212-215.

[27] Campbell D, Moore G, Metzger M. Corporate philanthropy in the UK 1985–2000 some empirical findings[J]. Journal of Business Ethics, 2002, 39(1-2): 29-41.

[28]Godfrey P C. The relationship between corporate philanthropy and shareholder wealth: A risk management perspective[J]. Academy of Management Review, 2005, 30(4): 777-798.

[29] Brammer S, Millington A. Corporate reputation and philanthropy: An empirical analysis[J]. Journal of Business Ethics, 2005, 61(1): 29-44.

[30] Chen J C, Patten D M, Roberts R W. Corporate charitable contributions: A corporate social performance or legitimacy strategy?[J]. Journal of Business Ethics, 2008, 82(1): 131-144.

定位、目标市场等相匹配[31]。本文根据我国企业在品牌丑闻发生后开展的慈善捐助活动特点，并借鉴Berger等对匹配度的分类，仅考察受捐对象与目标市场、捐赠物品与核心业务、以及品牌形象与慈善活动本身三方面的契合对丑闻后品牌形象的作用。

Porter和Kramer(2002)认为战略性的慈善捐助行为要与企业利益目标具有协同性[32]，尤其是品牌丑闻后的慈善捐助行为与企业营销战略密切相关，此时的慈善活动需要精心设计，精心设计的战略性慈善捐助可以改善经营环境，直接提升企业绩效，此时恰切的慈善捐助匹配度是成功的关键。

在品牌顺利经营情境下慈善捐助行为的匹配度会影响消费者对慈善行为的响应，而且这方面的研究很丰富，但丑闻情境下的类似研究相对稀少。如樊建锋，田志龙（2010）认为品牌与善因事件的匹配显著影响善因营销效果[33]，Sen and Bhattacharya (2001)研究得出慈善等社会责任会影响消费者对品牌的评价，朱翊敏等（2012）研究还得出其会影响消费者对企业的评价[16]，慈善等企业社会责任行为对品牌形象的积极效应受社会责任行为和企业特征匹配度的影响[34]，消费者倾向于选择具有高匹配度的产品[35]，高匹配度的公益活动能够提升企业品牌形象[36][37]。

既然在品牌顺利经营情境下企业慈善行为都要考虑匹配度问题，那么在品牌丑闻情境下更该考虑匹配度问题。基于上述理论建立假设：

H2：品牌丑闻情境下慈善捐助的匹配度越高，对品牌形象的修复效果越好；

慈善捐助匹配度对动机认知的作用

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[31] P. RajanVaradarajan& Anil Menon. Cause-RelatedMarketing: A Co-alignmentof Marketing Strategy and Corporate Philanthropy［J］. Journal of Marketing, 1988. 52(3)： 58-74.

[32] Porter M E, Kramer M R. The competitive advantage of corporate philanthropy[J]. Harvard business review, 2002, 80(12): 56-68.

[33] 樊建锋，田志龙.品牌与善因的匹配对善因营销的影响研究[J].当代经济管理.2010（1）：18-22.

[34]Brammer S, Pavelin S. Building a Good Reputation[J]. European Management Journal, 2004, 22(6): 704-713.

[35] Pracejus, J. W., Olsen, G. D. The Role of Brand/cause fit in the Effectiveness of Cause-related Marketing Campaigns［J］.Journal of Business Research, 2004, 57(6): 635-640.

[36] 周延风，倪海鹏.企业社会公益活动的消费者感知与响应的实证研究[C].2011年JMS会议论文集：511-521;

[37] LAFFERTY B A. The relevance of fit in a cause-brand alliance when consumers evaluate corporate credibility［J］.Journal of Business Research, 2007,60(5):447-453.

根据归因理论，企业慈善捐助动机有多种，Campbell等（2002）将其分为4种：战略性的、利他主义的、管理层利益驱动和制度力量下的“从众”行为[38]，另有学者提出了第五种动机，即通过慈善来掩盖或者转移公众对企业不当行为或内在社会责任缺失的关注，降低企业的声誉损失[32][39]。其实大多数消费者对企业从事慈善捐助的动机描述是混合性的，而且当他们相信企业与慈善社会责任相关的努力同时结合了价值驱动和战略归因时也会对慈善活动持积极的观点。

企业履行社会责任有多种形式，其中慈善捐助是重要表现形式之一，体现了公司“品德”的维度，通过慈善捐助，企业向外界表明公司在追求经济利益的自利动机下同时也在追求利他动机[32]，而且企业社会责任行为的匹配度将正向影响消费者对社会责任行为的社会导向归因[40]，企业社会责任匹配性越强，消费者的利他性归因动机越明显[41]，这种利他动机有助于企业在利益相关主体中获得正面的行为归因，提高企业声誉[42]。基于这些理论建立假设：

H3：品牌丑闻情境下慈善捐助的匹配度越高，越有利于消费者形成利他性动机认知；

利他性动机认知的中介作用

根据归因理论，学者们研究了丑闻情境下企业社会责任历史长度对消费者感知的公司正直形象有正向效应，而消费者对企业社会责任行为动机的认知充当了中介[43]。企业从事社会责任实践的类型和时机，会影响消费者对企业社会责任行为动机的判断[44]，而只有当消费者相信企业CSR行为是真正出于服务社会的利他动机时，才会对企业产生更积极的评价[45]；相反，若消费者认为企业

[38] Campbell D, Moore G, Metzger M. Corporate philanthropy in the UK 1985–2000 some empirical findings 29-41.

[39]高勇强，陈亚静, 张云均. “红领巾” 还是 “绿领巾”: 民营企业慈善捐助动机研究[J]. 管理世界, 2012 (8): 106-114.

[40] 顾浩东, 宋亦

[41] 田虹，袁海霞. 企业社会责任匹配性何时对消费者品牌态度更重要——影响消费者归因的边界条件研究[J].南开管理评论.2013, Vol. 16, No3：101-108

[42] Klein J, Dawar N. Corporate social responsibility and consumers' attributions and brand evaluations in a product–harm crisis [J]. International Journal of research in Marketing, 2004, 21(3): 203-217.

[43] Joe ̈lleVanhamme，Bas Grobben. ‘‘Too Good to be True!’’.The Effectiveness of CSR History in Countering Negative Publicity[J] . Journal of Business Ethics ，2009（85）:273–283

[44] Becker-Olsen K L, Cudmore B A, Hill R P. The impact of perceived corporate social responsibility on consumer behavior[J]. Journal of Business Research, 2006, 59(1): 46-53.

[45] Elving W J L. Scepticism and corporate social responsibility communications:

CSR行为是出于赚取利润等自利目的，他们将不会做出积极响应来回报企业的CSR投入，甚至会做出惩罚行为[22]。根据这些理论提出假设：

H4：消费者对慈善捐助匹配度的利他性动机认知在匹配度对品牌形象重建过程中起中介作用；

感知质量的调节作用

定义感知质量为不同于客观的产品质量，是消费者对产品整体卓越或优势的主观判断[46]，企业社会责任对消费者购买行为的影响受到产品质量的调节[22]，产品质量是影响消费者响应企业社会责任的调节变量[23]。在丑闻情境下，企业可能会采取一系列产品质量管理措施来改善产品质量，当消费者感知产品质量水平高时，企业采取社会责任行为会带来积极的影响，当产品感知质量水平低时，即使企业采取社会责任行为也无济于事。根据这些理论分析建立假设：

H5：在企业慈善捐助匹配度对品牌形象的影响过程中，消费者对产品的感知质量起正向调节作用，即当消费者感知质量高时，慈善捐助匹配度对品牌形象修复作用更显著。

根据以上所有的理论和假设，本文研究模型如图1。

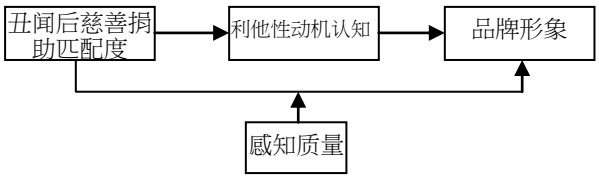

图 1 丑闻后慈善捐助匹配度对品牌形象修复的作用模型

研究一方法及数据分析

研究一探究品牌丑闻后企业慈善捐助活动能否修复品牌形象，采用实验组和控制组对比的实验法来实现。

刺激物选择

（1）产品类别选择。选择30个大学生为前测样本，确认手机是大学生比较熟悉的产品品类。

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（2）品牌丑闻。手机是大学生比较熟悉的品类，在进行品牌丑闻研究时，经常被用来做刺激物[2][4][9]，为了增强本研究的外部效度，采用真实手机品牌——三星（中国品牌网2013年销量最好的智能手机品牌排行榜上榜品牌）作为刺激物。本研究以2013年9月22网易数码刊登的文章“美国俄勒冈州一男子的三星Galaxy S4手机发生爆炸”为原型，修改成为品牌丑闻刺激物。

（3）慈善捐助行为。本研究通过三星网站、青少年发展基金会、新浪财经等对三星公司的慈善捐助行为进行了梳理，编制了三星慈善行为刺激物，描述如下：三星公司社会责任报道：2014 年以来，三星公司积极开展慈善捐助公益活动，截至目前投入资金累计 1000 万人民币。如 2014 年 1 月 20 日，三星公司支持中国“青少年发展基金会”主办的“2014 年希望工程激励行动”公益事业项目，向其无偿捐助 500 万元，激励大学生在“环保、健康教育、关怀弱势群体、社会政策建议”等领域进行组织和行动。2 月 8 日三星公司无偿向中国科协科普部和共青团中央学校捐助 500 万元，资助两家单位联合主办的“2014 全国青年科普创新实验大赛”。

实验程序

采用控制组与实验组的组间设计，共有400位本科生参与实验，剔除选项呈“Z“字形、不完整的样本，剩余有效样本375个，其中实验组190份，控制组185份。由于学生样本的同质性较高，能有效降低个体差异对研究结果的影响，被广泛运用至消费者行为研究中[9]，因此，本研究采用大学生样本。学生被随机分在实验组和控制组，实验组的程序如下：首先，请被试阅读三星品牌简介及品牌丑闻信息报道，让学生对丑闻属性进行判定；其次，请被试阅读三星的慈善捐助信息并对品牌形象做出评价，最后是人口统计特征的问题。控制组与实验组相比，不出现慈善捐助信息。

变量测量

在研究一中需要测量品牌形象变量，依据王志良（2012）使用过的量表，选取五个题项，题项采用七级Likert量表（“1”表示“完全不同意”，“7”表示“完全同意”）。经过检验信度效度符合要求。

假设检验

研究一探究品牌丑闻后企业慈善捐助活动是否能修复品牌形象，以慈善捐助与否为自变量，品牌形象为因变量，进行单因素方差分析，分析结果为：$M_{控制}$=4.98，$M_{实验}$=5.25，F(1，373)=8.95，p=0.03<0.05；再对实验组数据用回归分析，结果显示慈善捐助对品牌形象正向影响显著（b11=0.258**，p=0.003<0.01）。至此说明品牌丑闻发生后企业慈善**捐助活动确实对品牌形象有显著修复作用，H1得以验证。**

研究二　方法及数据分析

研究二设计

研究二在研究一验证慈善捐助的主效应基础上，继续探究品牌丑闻发生后慈善捐助匹配度对品牌形象的修复作用、利他性动机认知的中介作用及感知质量的调节作用，即分析修复机理。研究品类仍选取了适合学生样本的智能手机，为了排除其他因素的干扰，用虚拟品牌“A”代替。采用实验组和控制组对比的实验法在进一步验证主效应的基础上对实验组数据单独分析修复作用机理。

共设计三种刺激物：品牌简介、品牌丑闻事件、匹配度高低不同的慈善捐助社会责任行为材料。学生被随机的分在实验组和控制组，实验组的程序如下：首先，请被试阅读三星的品牌丑闻信息报道，让学生对丑闻后的品牌感知质量进行判定；其次，请被试阅读三星的慈善捐助信息，接下来对慈善捐助匹配度和慈善捐助动机进行评价；第三，让被试对三星的品牌形象做出评价，最后是人口统计特征的问题。控制组与实验组相比，仅出现步骤一和步骤三。共发放问卷 400 份，回收并剔除不合格的后剩余有效样本 390 份，其中实验组 197 份，控制组 193 份，男性样本 173，女性样本 217，女性样本比例 55.6%，且性别对品牌形象评价无显著性差异（F (1，388)=0.14，P=0.708＞0.05）。

量表选择

变量量表包括:(1) 自变量丑闻后慈善捐助社会责任匹配度量表，结合田虹, 袁海霞(2013)、Alcañiz E. B., Cáceres R. C., Pérez R. C.(2010)所使用的，采用其中五个题项； (2) 中介变量利他性动机认知量表，借鉴顾浩东，宋亦平（2009）所使用的量表，采用其中三个；(3)因变量品牌形象借用王志良（2012）使用过的量表，选取五个题项；(4)调节变量感知质量借鉴卢东等（2010）和周延风（2007）使用的量表，选取三个题项；（5）丑闻严重性是操控变量，量表参考 Coombs（1995），阎俊，佘秋玲（2010）用过的量表选取两个题项。每个题项在借鉴前人成熟量表的基础上结合丑闻情境、虚拟产品品类特点稍作修改，全部采用七级 Likert 量表（“1”表示“完全不同意”，“7”表示“完全同意”）。

数据分析

变量信度、效度检验

验证性因子分析结果显示，各潜变量的各测量问项标准化因子载荷系数最大值为0.911，最小值为0.657＞0.6，效度达到要求；Cronbach α最小值为0.82＞0.8，各潜变量均具有良好的信度。由于采用的是多次使用的成熟量表，内容效度可靠。

操控检验

首先是丑闻严重性，它是本研究的操控变量，检验结果为实验组和控制组对丑闻严重性评价无显著性差异（均值从5.35到5.32，F(1,388)=0.095，p=0.758＞0.05的显著性水平）；其次对慈善捐助匹配度和感知质量进行分组并检验差异性是否显著。对实验组的自变量慈善捐助匹配度和调节变量感知责任均值分别进行高低排序，选样本数197的前、后27%比例进行高低分组，而处于中间值的不参与主效应分析，得出匹配度高、低两组样本数恰好均为67，且两组差异显著（$M_{契高}$=5.69，$M_{契低}$=3.73，F(1,132)=660.80，p<0.000；接着对感知质量用中位数分成高低两组，样本数分别为68、66，且两组差异显著（$M_{质量高}$=5.27，$M_{质量低}$=3.01，F(1,132)=222.86，p<0.000。说明慈善捐助匹配度和感知质量被成功操控。接着分析对感知质量的操控情况，在感知质量高的两个组，慈善捐助匹配度高低组对感知质量判断无显著性差异（$M_{契高}$=5.30，$M_{契低}$=5.12，F(1,66)=1.25，p=0.268＞0.05），说明感知质量高的同质性被成功操控；相同分析得到感知质量低的同质性被成功操控。

假设检验

采用方差分析和回归分析验证假设。首先用方差分析再次检验实验组和控制组对品牌形象评价有无显著性差异，结果显示$M_{实验}$=4.57，$M_{控制}$=4.29，F(1，388)=7.572，P=0.006< 0.05；再对实验组数据用回归方法分析，结果显示慈善捐助对品牌形象正向影响显著（b_{11}=0.201，p=0.005<0.01）。再次说明丑闻后慈善捐助策略确实能够修复品牌形象，H1再次得到验证。

其次验证H2，即丑闻后匹配度不同的慈善捐助对品牌形象的修复作用是否有显著性差异，用方差分析实现，分析结果为：$M_{契高}$=4.80，$M_{契低}$=4.39，F(1,132)=6.22，p=0.014<0.05,即品牌丑闻情境下慈善捐助的匹配度越高，对品牌形象的修复效果越好，H2得以验证。

接着分析利他性动机认知的中介作用，用回归法完成，变量分析步骤及结果见表 1 。

表 1 利他性动机认知的中介作用分析

步骤及回归分析对象	标准化回归系数	T值	概率
Step1:匹配度对品牌形象的作用	**0.247****	**2.95**	**.004**
Step2:匹配度对利他性动机认知的作用	**0.4051*****	**5.12**	**.000**
Step3:利他性动机认知对品牌形象的作用	**0.225****	**2.68**	**.008**

Step4:慈善捐助匹配度、利他性动机认知对品牌形象的作用	**慈善捐助匹配度0.136**	**.82**	**070**
	利他性动机认知0.178*	**.38**	**018**

注：“*”、“”、“***”分别表示在 0.05、0.01、0.001 水平上显著**

由表 1 数据可看出，最后一步回归分析结果显示，控制了中介变量利他性动机认知后，慈善捐助匹配度的正向作用显著度降低（由 b=0.247***，下降为 b=0.136*，且由显著变得不显著；利他性动机认知的正向作用依然显著（b=0.178*），比原来值 0.4051 有所下降，显著性概率由 p=0.000 下降为 0.018。由此知即利他性动机认知起完全中介作用，H3 得到验证。

最后检验感知质量的调节作用。匹配度和感知质量对品牌形象影响用一般线性模型的单变量方差分析完成，结果见表 2 和图 2。

表 2 主体间效应的检验

	III 型平方和	**df**	**均方**	**F**	**Sig.**
匹配性	**3.553**	**1**	**3.553**	**9.354**	**.003**
感知质量	**.010**	**1**	**.010**	**.025**	**.874**
匹配性* 感知质量	**1.542**	**1**	**1.542**	**4.060**	**.046***

注：“*”表示在 0.05 水平上显著

由表 2 看出慈善捐助匹配度和感知质量交互效应显著（F=4.06，P=0.046<0.05，说明感知质量调节效应存在，因而 H4 验证。

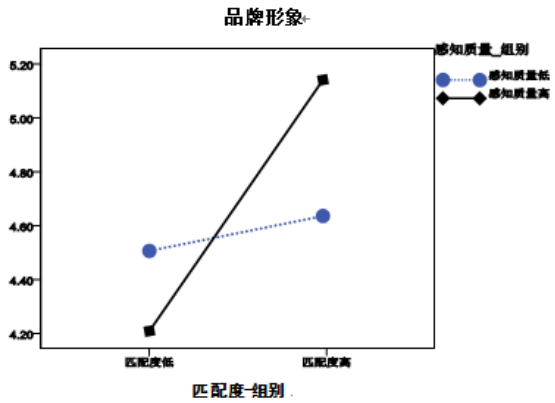

图 2 感知质量和匹配度的交互作用

由图 2 看出具体的调节作用是：感知质量降低了高匹配度的慈善捐助对品牌形象的修复效果，感知质量高拉高了高匹配度的慈善捐助对品牌形象修复效果；修复效果最好的情境是匹配度高且感知质量高时，修复效果最差的情境是匹配度低且感知质量高时。

结论与讨论

本研究探索了品牌丑闻发生后匹配度不同的慈善捐助企业社会责任活动对品牌形象的修复效应及作用机理，通过实证研究得出如下结论：

第一，丑闻后企业慈善捐助社会责任策略对品牌形象能产生正向修复作用，而且慈善捐助的匹配度越高修复效果越好。这说明在品牌丑闻情境下企业如果将慈善捐助作为一种营销战略欲修复受损的品牌形象时，捐助物品要和企业核心业务相关，受捐助对象要和企业产品与服务的目标市场相吻合，捐助活动本身要和企业形象相匹配。诸多学者研究公益营销活动对消费行为的响应时，考察并验证了匹配度对响应效果的影响，本次研究将慈善捐助匹配度置身于品牌丑闻情境下也得出了相同的结果。

第二，消费者对企业慈善捐助活动的利他性动机认知在匹配度对品牌修复效果中扮演了中介作用。品牌丑闻曝光后，消费者首先会对品牌能力产生怀疑，进而对品牌形象产生负面评价，此时企业需要采取有效措施重建品牌形象，而匹配度恰当的慈善捐助策略能取得有益效果，匹配度越高时，消费者认为企业慈善捐助的确是为了回馈社会，是“取之于民，用之于民”的善举，因而修复效果越好。但是，如果匹配度较低，消费者会怀疑企业慈善活动的真实动机是为自身利益着想，并非真正为了回馈社会，慈善活动只是企业的“遮羞布”。这与田虹，袁海霞（2013）研究得出的商业赞助的匹配度对品牌态度影响被利他性归因所中介[44]，以及 Simona and Romani 等（2013）通过田野实验法

得出消费者感知到的企业恩情在企业社会责任与消费者反应中起中介作用的研究结果一致。

第三，产品感知质量正向调节慈善捐助活动匹配度对品牌形象的修复作用，丑闻后慈善捐助的匹配度与感知质量的交互作用对品牌形象影响显著。运用慈善捐助发挥最佳修复效果的情境是消费者对产品的感知质量高且慈善捐助匹配度高，最差效果的情境是匹配度低而感知质量高时。这说明在现实中，品牌丑闻发生后，如果消费者对产品感知责任高时，此时企业采取高匹配度的慈善捐助行为，会大大降低丑闻对品牌形象污损的风险；相反，如果消费者对产品的感知质量较低，此时即便企业采取匹配度较高的慈善捐助行为策略，消费者对品牌形象的评价仍然较低，因为产品质量是影响消费者对慈善捐助等社会责任行为反应的重要调节变量。这与 Senand Bhattacharya（2001）、马龙龙（2011）等学者研究结论是一致的：正常情境下，产品质量调节了企业社会责任水平对消费者购买行为的影响。因此在品牌丑闻发生后，企业若想提升品牌形象，除了采取慈善捐助等社会责任策略，同时更应该改进技术、加强管理，改善产品质量。

企业建立品牌资产需要多年甚至几十年的持续投入和苦心经营，但要毁掉可能仅需一场危机，现实中各式品牌丑闻使消费者与喜爱的品牌间关系渐行渐远，品牌形象一落千丈。但丑闻发生后，企业除了采取公关、广告、应急管理策略外，更需回归企业公民本位角色，以对消费者和社会负责的态度积极承担应有的社会责任，比如对弱势群体、教育文化等公益事业进行慈善捐助，同时需注意捐助活动和品牌形象、目标市场之间的匹配度，从而修复丑闻事件对品牌造成的不良影响。另外，企业及品牌在日常经营过程中，不可忘记应履行的社会责任，注重产品质量并以对消费者负责的理念求生存和发展，只有这样才能尽可能减少甚至杜绝品牌丑闻事件发生。

本研究不足之处在于根据研究品类只选择了学生作为被试，没有涉及其他人群，研究结果与实际的市场反应可能会有偏差；其次，仅从感知的角度对匹配度进行了分组；再次，未考察丑闻特征的影响。针对以上不足，未来研究可增加其他群体作为被试，从而增加实验的外部有效性；其次，可通过分组刺激、前测的方式，将慈善捐助信息分为匹配度高低两组；再次，将丑闻特征纳入机理模型，进行进一步探讨。

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自己人 & 外人：谁应捐赠的更多？消费者对国内外品牌慈善捐赠期望对比研究

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摘要

以消费者对国内外品牌慈善捐赠期望对比研究为主线，从品牌来源国、品牌关系规范和捐赠行为方式三个方面展开讨论。通过三个实验的研究，在消费者视国内/外品牌为内/外团体成员的基础上，发现与国内/外品牌相比，交易/共享关系规范下的消费者，对国外/内品牌的慈善捐赠期望将更高。并且与交易/共享关系规范下的消费者相比，共享/交易关系规范下的消费者，对品牌捐赠时间/金钱的期望更高。研究结论不仅丰富品牌慈善捐赠，拓展品牌关系方面的理论；而且还将对企业在国际市场上不同国家的慈善捐赠行为有现实的指导意义。

关键词：品牌来源国；交易关系；共享关系；捐时间

In-group & out-group: Who should Donate More ? Contrast Research of Consumers' Expectation about Domestic and Foreign Brands Charitable Giving

Taken contrast research of consumers' expectation about domestic and foreign brands charitable giving as the main line, from the three ways including country of brand origin、brand relationship norm and the ways of donation to discuss. By the study of three experiments, based on consumer took domestic/foreign brands as in/out-group members, we found that compared to domestic/foreign brands, consumers under exchange/communal relationship norm will have more expectation for domestic/foreign brands charitable giving. And compared to consumers under exchange/communal relationship norm, consumers under communal/exchange relationship norm will have more expectation for giving time/money. The conclusions will not only rich brand charitable giving, expand brand relationship related theory; but also offer some advice about charitable giving for different countries for the international companies.

Key Words**:** Country of Brand Origin; Exchange Relationship; Communal Relationship; Giving Time

问题的提出

慈善捐赠被誉为企业社会责任最高表现形式，不仅能改善企业品牌形象、提高品牌声誉（Brammer, Millington & Pavelin, 2006），而且还能解决社会难题，促进社会和谐。然而，营销实践中，品牌慈善捐赠行为的巨大投入，却未能如愿换来消费者的认同和赞誉，甚至还会让捐赠品牌陷入尴尬的处境。例如：2008 年“5·12 汶川地震”期间，许多品牌不仅捐钱，而且还捐时间（现场从事救灾或重建等工作）。可依然出现国产品牌“被逼捐”和外资品牌被冠以“国际铁公鸡”的事实，由此引发社会各界对品牌慈善捐赠的广泛争论。对此，民政部社会福利促进司原司长王振耀，在接受《中国经济周刊》采访时谈到：造成这样结果的原因，并非企业“不愿”行善，而是“不会”行善，这个“不会”已成为品牌慈善捐赠的最大挑战（来源：人民网公益 http://gongyi.people.com.cn/GB/153219.html）。

那么，国内外品牌究竟该如何行善呢？关注并深刻理解消费者对品牌慈善捐赠行为的期望，显得尤其重要（黄敏学，李小玲和朱华伟，2008）。原因主要在于慈善捐赠行为是一种无形的“社会公共产品”，在价值创造和传递过程中，与其它有形产品类似，同样需要满足消费者的需求和期望（Abagail & Donald, 2001）。于是，我们进一步思考：究竟哪些因素会影响消费者对国内外品牌慈善捐赠的期望呢？对此，本文主要从以下三个方面展开讨论，并作出推测。

首先，从品牌来源国（即捐赠主体的身份）看，由于万物有灵论认为品牌似人，而且一国的企业品牌代表着一国的文化和人（Aaker, Benet & Garolera, 2001）。再加上消费者常常会根据人际关系法则，来指导他们与品牌间的关系（Aggarwal, 2004）。所以，我们推测：与国外/国内品牌相比，中国消费者更可能倾向于将国内/外品牌视为内/外团体成员。其次，从品牌关系（即消费者与品牌间的关系）规范类型看，由于共享/交易规范下的消费者常常基于责任分担/资源互换，而期望内/外团体成员有更多的慈善捐赠（Blau, 1964）。因此，我们推测：与国外/内品牌相比，共享/交易规范下的消费者对国内/外品牌的捐赠期望可能更高。最后，从捐赠行为方式看，由于捐赠时间/金钱常常能激发消费者的情感/价值最大化考虑集（Liu & Aaker, 2008），而这些考虑集又分别与共享/交易规范下消费者的思维模式相匹配。故而，我们推测：与共享/交易规范下的消费者相比，交易/共享规范下的消费者对品牌慈善捐赠金钱/时间的期望可能更高。

为了回答上述问题，并验证可能的推断，我们首先对品牌慈善捐赠相关文献进行了梳理和评价。然后，通过理论推演提出本文的研究思路和假设。最后借助三个实验的研究设计，分别从品牌来源国（国内&国外）、品牌关系规范

（共享&交易型）和捐赠行为方式（捐时间&捐金钱）三个方面，对所提假设进行了检验。研究结论将不仅丰富品牌慈善捐赠，拓展品牌关系方面的理论；而且还将对企业国际慈善捐赠行为有现实的指导意义。

文献回顾

接下来，我们主要针对品牌慈善捐赠方面的研究，进行文献梳理和评价分析。在此基础上，指出本文的研究空间，并分别从品牌来源国、品牌关系规范以及捐赠行为方式三个方面，对研究当中的相关变量给予界定，为后续的模型构建和假设推演做铺垫。

品牌慈善捐赠

与企业社会责任这样的一般主题相比，学者们对品牌慈善捐赠的关注和研究相对较少。在现有文献基础上，有关品牌慈善捐赠的研究，大致可归纳为三个方面：慈善捐赠的争议、影响因素和行为特征。

首先，关于慈善捐赠的争议。从收益来看，慈善捐赠不仅能给企业带来一定的广告效应或道德资本，而且还可以帮助企业构建政治关联，为企业带来长远发展的空间（Zhang, Rezaee & Zhu, 2009）。从成本来看，慈善捐赠不仅导致企业财务外显成本上升，而且还会占用广告及产品研发等方面的财务资源（Friedman, 1970）。其次，关于慈善捐赠的影响因素。从内部看，主要有企业家群体特征（高永强等，2011）、企业家对慈善的态度（Leland et al., 1999）、董事会当中女性所占比例（Robert, 2003）、企业规模及所处行业（Louis & Christie, 2007）等方面。从外部看，主要有利益相关主体（王端旭和潘奇，2011）、企业政治参与（梁建等，2010）、产品市场竞争（卢正文和刘春林，2011）等因素。最后，关于慈善捐赠行为特征，研究主要涉及捐赠行为动机（Meijer et al., 2006；高勇强等，2012）、捐赠信息、反应时间和捐赠金额（李敬强和刘凤军，2010）、捐赠资源、渠道和领域（田雪莹和蔡宁，2009；Mark & Kelly, 2000）等方面。

通过对上述文献的分析，我们发现以往学者的研究，忽视了以下三个方面的问题：第一，视慈善捐赠品牌身份同质化，较少考虑品牌来源国（国内&国外）因素的影响。第二，将消费者与慈善捐赠品牌间的关系抽象化，较少考虑两者之间具体的关系规范（共享&交易）类型。第三，慈善捐赠行为方式单一化（即捐金钱），较少考虑消费者对品牌慈善捐赠期望，在时间和金钱两个方面的差异。

品牌来源国

品牌来源国是指来自特定国家的品牌，在消费者心目当中所形成的图像、声誉及刻板印象（Nagashima, 1970）。它反映的是目标市场消费者对品牌来源国

的内在印象，以及对该国的整体性认知（Jaffe & Nebenzahl, 2001）。作为一种外部线索或边缘信息，品牌来源国在消费者形成产品态度，以及购买决策过程中，起着重要的影响作用（Kaynak et al., 2005）。尤其是当消费者在面对不熟悉的品牌时，常常会倾向于从来源国推测产品质量（Han, 1989）。

由此可见，以往学者关于来源国的研究，大多集中于品牌的能力（即产品质量）方面，而较少将其应用于品牌善意（即慈善捐赠）方面的研究。但实际上，来源国作为品牌身份的重要特征之一，在消费者对国内外品牌慈善捐赠期望当中，可能会起着显著的影响作用，这一点在营销理论和实践当中均有暗示。从理论来看，Winterich 等人（2009）研究发现：在灾难性事件背景下，消费者对国内外慈善捐赠的金额存在显著差异。从实践来看，根据《中国慈善捐赠发展蓝皮书》[47]2012 年数据显示：在 605 家慈善捐赠品牌当中，国产品牌占 520 个，共计捐赠 84.72 亿元；外资品牌（不含合资）占 70 个，捐赠总额 18.27 亿元[48]。

因此，针对这一研究空间，本文将慈善捐赠品牌划分为：国内和国外品牌，前者/后者主要指品牌生厂商的注册地为中国/中国之外其它国家的企业品牌（庄贵军，周南和周连喜，2006）。

品牌关系规范

社会关系理论指出：人们会使用已确立的关系规范，来指导他们对伙伴或陌生人的评估及行为，并且面对不同的对象，关系规范存在较大的差异（Clark, 1986）。有趣的是，这一结论亦适用于品牌关系的研究，因为消费者会想象品牌拥有灵魂，或者拥有人类的某些特质（Gilmore, 1919）。如此一来，他们常常会采用人际间的关系规范，来对待和评价品牌及其行为，而这一点恰恰是以往学者在研究慈善捐赠时所忽视的。因为他们往往视消费者为“平均人”，即所有消费者与品牌的关系都是一样的，可事实却并非如此。所以，本文拟引入品牌关系规范这一变量，探讨其在品牌慈善捐赠期望中的作用和影响。

普遍认为品牌关系规范存在两种类型，即交易关系（Exchange Relationships）和共享关系（Communal Relationships）规范。它们的区别关键在于：前者侧重于在提供利益的同时，希望能够尽快得到对等的回报，类似与外人交往的模式。而后者主要强调向他人提供帮助，是为了让他人开心或满足他人的需求，并不期望得到即时对等的回报，类似与自己人交往的模式（Clark & Mills, 1993）。由此可见，一旦消费者与品牌形成交易或共享关系。那么，这种关系规范势必将会在消费者对品牌慈善捐赠期望中，起到重要的影响作用。值得注意的是，这两种关系规范若是受到特定情景的触发，所启动或凸显的关系

[47] 由中国社会科学院、社会科学文献出版社和公益时报社 2013 年联合主办发布的数据。
[48] 资料来源：凤凰网公益 http://gongyi.ifeng.com/special/2012cishanbang/

规范将会主导消费者的行为（Aggarwal & Law, 2005）。

捐赠行为方式

在营销实践中，捐赠行为方式有很多，包括现金捐赠、实物捐赠、提供专业技术服务以及担任志愿者等。但是，在营销理论研究中，学者们普遍采用的是捐赠金钱和时间（如做义工）。从经济学的观点来看，如果时间和金钱在价值上是相等的，那么，对一个善因捐赠时间和金钱并没有显著的差异。例如：如果一个人相信他或她的时间值 25 元/小时，在选择给一个慈善组织捐赠 100 元，或者花费四个小时用来支持慈善之间，他或她在选择上应该没有差异，因为所有条件都是相等的。

但是，行为决策方面的研究结论却与之恰恰相反。原因主要在于时间和金钱两种资源，对人们的情感感知和行为影响存在显著的差异（Leclerc, Schmitt & Dube, 1995）。于是，研究者开始讨论它们是如何产生差异的，以及对消费者购买行为来说那些差异是什么。例如：与金钱相比，由于时间更具有模棱两可的特点，会导致更加富有弹性的支出判断，所以在损失厌恶方面，人们对时间的损失会更不敏感（Okada & Hoch, 2004）。类似的逻辑在慈善捐赠方面也有所体现，例如：与捐赠金钱相比，捐赠时间不仅会让消费者感知到更大的努力（Kirmani, 1990），而且还会感知到更多的道德表达（Reed, Aquino & Levy, 2007），进而获得消费者更多支持。因此，当消费者被问及对国内外品牌慈善捐赠金钱或时间的期望时，将激发他们不同的考虑集，对结果产生不同的影响。

研究思路及假设推演

在问题提出和文献回顾的基础上，本文以消费者对国内外品牌慈善捐赠期望的对比研究为主线，围绕影响捐赠期望的三个因素理清思路、展开讨论（见图 1）。具体逻辑关系主要包括：（1）品牌来源国会影响消费者对捐赠品牌的内外团体成员感知，进而影响他们对品牌的捐赠期望。（2）在品牌来源国对捐赠期望的影响过程中，捐赠品牌与消费者间所形成的关系规范会起到调节作用。（3）在国内外品牌与消费者所形成的不同关系规范中，消费者对品牌慈善捐赠行为方式的期望存在显著差异。

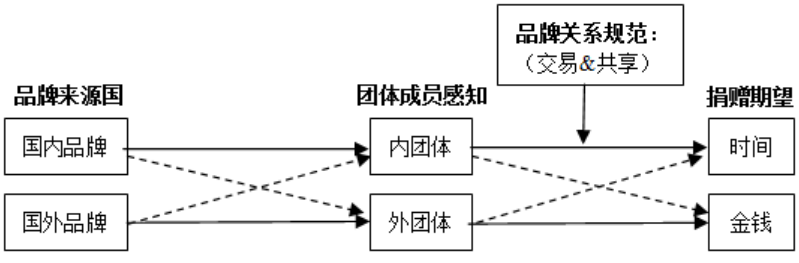


图 1 本文研究思路

内外团体成员感知

正如前文所讲，一国的企业品牌代表着一国的文化或人。因此，在信息处

理简化机制的影响下，中国消费者会以自我为参照，将国内外品牌自发的进行归类（Jing, Niraj & Jos, 2008）。可在中国社会长期教化的过程中，由于家、爱国主义、民族精神等概念的影响（梁漱溟，2005），加之国产品牌与消费者国民身份的一致性。所以，我们推测中国消费者将更倾向于视国内品牌为内团体成员。而另一方面，由于历史事件（如八国联军进中国），以及改革开放后，在各教育阶段频繁提出的社会/资本主义、发展/发达国家、东方/西方社会等，这些暗示国内外品牌对立词汇或概念的影响下。我们推测中国消费者将更倾向于视国外品牌为外团体成员。为此，我们提出：

H1：与国外品牌相比，消费者更倾向于视国内品牌为内团体成员；与国内品牌相比，消费者更倾向于视国外品牌为外团体成员。

品牌关系规范的调节

品牌关系规范不仅可以通过消费者与品牌间的长期互动形成，而且也可以因特定情境的刺激而凸显。更重要的是当任何一种关系规范（共享&交易）凸显时，都可用来主导关系双方后续的互动行为及期望。从 Clark 和 Mills（1993）的研究来看，共享关系规范通常适用于自己人（如家人、爱人、朋友），凸显与内团体成员间的相互关心和责任分担，侧重于“做人”，所以更容易激发人们对内团体成员更多的期望。

而交易关系规范则恰恰相反，更多的是适用于外人（如陌生人、外团体成员），凸显与外团体成员间金钱交易和资源互换，侧重于“做事”，所以更容易激发人们对外团体成员更多的期望。类似的逻辑在中国学者的研究中也有所体现，例如：在自己人关系中，彼此要讲责任；而外人关系中，彼此要讲利害（杨国枢，1993）。因此，我们推测：一旦消费者视国内/外品牌为内/外团体成员后，共享/交易关系规范下的消费者，将会对国内/外品牌的慈善捐赠期望更高。为此，我们提出：

H2a：与国外品牌相比，共享关系规范下的消费者，对国内品牌的慈善捐赠期望将更高。

H2b：与国内品牌相比，交易关系规范下的消费者，对国外品牌的慈善捐赠期望将更高。

捐赠行为方式的差异

由于是对国内外品牌慈善捐赠期望的研究，所以在实验操作过程中，需要问及被试认为国内外品牌该捐多少钱或时间，才是合适的。而问题中“金钱”和“时间”这样的字眼，会自发启动被试两种不同的目标导向：即经济和情感价值最大化（Liu & Aaker, 2008）。值得注意的是，这两种目标导向又分别与不同关系规范类型的思维模式相匹配。即交易关系规范下的消费者常常聚焦于外团体，以经济利益的权衡得失，指导与外团体成员间的关系互动。而共享关系规

范下的消费者常常聚焦于内团体，以情感需求的相互满足，指导与内团体成员间的关系互动。由此可见，由“金钱”/“时间”所启动的经济/情感价值最大化，与交易/共享关系规范的思维模式是相匹配的。为此，我们提出：

H3a：与交易关系规范下的消费者相比，共享关系规范下的消费者，对品牌捐赠时间的期望更高。

H3b：与共享关系规范下的消费者相比，交易关系规范下的消费者，对品牌捐赠金钱的期望更高。

实验一：内外团体成员的感知

研究目的：检验中国消费者是否会视国内/外品牌分别为内/外团体成员，为后续进一步研究的两个实验做铺垫。为此，我们将品牌来源国划分为国内和国外品牌，进行分组实验设计。来自中南财经政法大学的 58 名本科生自愿接受了此次实验，其中男生有 30 人（占 51.7%）。实验前告诉被试，凡参加此次实验的同学，均可得到该课程期末成绩的加分。

实验过程

首先，随机将被试分入两个小组，请被试根据自己对问题的第一反应，写下一个国家（被试实际属于/不属于）的名称，并回答视该国国民为内/外团体成员的程度。测量的方法参考 Aron 等人（1992）的设计，采用两个大小相等的圆，其中一个圆用字母“A”来代表所写国家的国民，另一个用 “我”代表被试。其次，要求被试写出一个能够代表该国文化或精神的企业品牌名称，并回答视该品牌为内/外团体成员的程度。同样采用两个大小相等的圆，其中一个圆用字母“B”来代表所写国家的企业品牌，另一个用汉字“中国人”代表内团体成员。无论是对人还是品牌，最终均以两个圆距离远近及重合程度的不同，设计七级量表（1=几乎没有重合，7=接近完全重合），来测试内外团体成员的感知程度。最后，主要测量被试的背景资料，包括性别、年龄、专业和学号等。

数据分析

在被试所写外国国家名称当中，按照所提频次多少排序分别为美国、日本、法国、韩国、英国等发达国家[49]，却极少有发展国家及其企业品牌被提及。因此，在后续的实验中，我们直接采用发达国家及其企业品牌作为研究对象。在被试所写外国品牌名称当中，按照所提频次多少排序分别为苹果、可口可乐、肯德基、麦当劳、耐克、丰田、索尼、三星等。在被试所写的中国品牌名称当中，按照所提频次多少排序分别为海尔、联想、华为、中国移动等。

通过独立样本 T 检验，与外国人/中国人相比，中国消费者更倾向于视中国

[49] 只有三个被试提到发展国家，分别为埃及、越南和泰国，但由于无法写出该国企业品牌名称，予以剔除。

人/外国人为内/外团体成员（$M_{中国人}$=6.21，$M_{外国人}$=2.50，t（53）=23.988，p＜0.01）。同样的结果发生于品牌层面，与国外/内品牌相比，消费者更倾向于视国内/外品牌为内/外团体成员（$M_{国内品牌}$=5.92，$M_{国外品牌}$=2.38，t（53）=22.298，p＜0.01）。这说明品牌来源国对团体成员感知的主效应显著。因此，假设 1 得到验证。值得注意的是，在内外团体成员感知的过程中，“人”和“品牌”两个层面上存在显著的线性关系（β=0.866，t=16.789，p＜0.01）。这说明消费者常常会借助人际关系法则，来看待和指导他们与国内外品牌间的关系。

讨论

此外，我们还分别检验了性别和专业（商科/非商科），对团体成员感知的影响，并未发现任何显著的效应。由此可见，中国消费者也会借助人际关系法则，来看待和指导他们对国内外品牌间的关系；并且更倾向于视国内/外品牌为内/外团体成员。但当我们在一个 59 人的本科课堂和一个 19 人的硕士研究生课堂[50]，提问“同等条件下，与外资/国产品牌相比，认为国产/外资品牌应该对中国社会捐赠更多的请举手？”两个课堂的结果却出现了惊人的相似，认为国产或外资品牌应该捐赠更多的比例，均接近于 50%。那么，究竟是什么原因造成了这样的差异呢？我们将会通过实验二进一步检验。

实验二：关系规范类型的调节

实验二主要是为了回答，为什么有的中国消费者希望国内品牌应该对中国社会捐赠更多，而有的中国消费者希望国外品牌应该对中国社会捐赠更多？具体来说，在消费者对国内外品牌慈善捐赠期望对比过程中，检验品牌关系规范类型的调节作用。实验设计为：品牌来源国（国内&国外）*品牌关系规范（共享&交易）四种情景组合。来自中南财经政法大学的 112 名本科生，自愿接受了此次实验，其中男生有 54 人（占 48.2%）。采用与实验一相同的方法刺激被试认真填写问卷。

实验过程

首先，测量被试对国内外品牌团体成员程度的感知，与实验一基本相同，依然采用虚拟品牌名称“B”。其次，参考 Aggarwal（2004）关于品牌关系规范的情景设计材料，以银行服务为背景，共享规范主要凸显“兴奋、温暖、愉快、难忘”等词汇；而交易规范主要凸显“高效、成本、收益、卓越”等词汇。之后，采用 10 个问项（Cronbach's α=0.921）对其进行操控检验（1=完全不同意，7=完全同意），其中 7 个问项是测量共享关系的，3 个问项是测量交易关系的。

然后，针对中国社会普遍存在的问题，指出需要品牌进行慈善捐款。但捐

[50] 均来自中南财经政法大学

多了会损害企业利益，捐少了会遭到消费者的谴责。那么，您认为国内/外品牌在当年年初的捐赠计划中，应给予中国社会慈善捐赠的金额占其上年净利润的

%是合适的？所给参考答案，采用 BDM 方法（Becker, DeGroot & Marschak, 1964），以 5%-40%为区间，将其平均划分为 7 个选项。另外，还有一个开放性的选择，可以让被试按照自己的意愿填写比例。最后测量被试的背景资料，包括性别、年龄、专业等。

数据分析

首先，对品牌关系规范的情景刺激做了操控性检验。在与中位数 4 进行单一样本 T 检验后，结果显示：$M_{共享关系}$=5.961，t（50）=17.001，p＜0.01；$M_{交易关系}$=2.386，t（56）=-12.96，p＜0.01。由此可见，实验二中对品牌关系规范的情景操控达到了预期效果。

其次，检验了品牌关系规范类型的调节作用。采用单因变量多因素方差分析，结果显示：品牌来源国对慈善捐赠期望的主效应并不显著，F（1,104）=0.105，p=0.746＞0.05；而品牌关系规范对慈善捐赠期望的主效应是显著的，F（1,104）=11.803，p=0.001＜0.01；并且品牌来源国和品牌关系规范的交互效应也是显著的，F(2,103)=9.548,p=0.003＜0.05。由此可见，在消费者对国内外品牌慈善捐赠期望过程中，品牌关系规范起着显著的调节作用。

表 1 实验二不同情景下慈善捐赠期望的差异比较

	共享关系		交易关系	
	国内品牌	国外品牌	国内品牌	国外品牌
捐赠期望（M）	0.131	0.106	0.134	0.164
有效样本个数（N）	25	26	28	29
独立样本 T 检验	2.245		-2.147	
显著性 P 值	0.029		0.036	

为了能更加清楚的看到不同情景下，被试对品牌慈善捐赠期望均值的差异，采用独立样本 T 检验的方法，对不同情景下慈善捐赠期望的均值进行了交叉比较（见表 1）。结果显示：与国外品牌相比，共享关系规范下的消费者，对国内品牌的慈善捐赠期望更高；而与国内品牌相比，交易关系规范下的消费者，对国外品牌的慈善捐赠期望更高。因此，假设 H2a 和 H2b 得到检验。但可以看出，交易关系规范下的消费者，对国内外品牌慈善捐赠的期望，整体高于共享关系规范下的消费者，t（106）=-3.372，p＜0.01。这有可能是金钱激发并强化了交易关系规范下消费者的思维模式导致。

讨论

由上述数据可以看出，品牌来源国对慈善捐赠期望的主效应并不显著。这说明从总体上来看，中国消费者对国内外品牌慈善捐赠期望并无显著差异。但当引入品牌关系规范类型后，发现与国外/内品牌相比，共享/交易关系规范下的消费者，对国内/外品牌的捐赠期望会更高。这说明不同的品牌关系规范，会影响消费者对国内外品牌慈善捐赠的期望。而其中共享/交易关系规范下的消费者更倾向聚焦于“内”/“外”，以责任分担/资源互换为基础，期望国产/外资品牌捐赠更多。但与营销实践相比，实验二存在一定的局限，那就是品牌慈善捐赠不仅只有金钱，而且还有时间的捐赠。由此提出新的问题：消费者对国内外品牌捐赠时间和金钱方面的期望是否存在显著差异呢？我们将通过实验三做进一步的检验。

实验三：捐赠行为方式的期望差异

研究目的：主要检验消费者对国内外品牌，在捐赠时间和金钱方面的期望是否存在显著差异。实验设计为：品牌来源国（国内&国外）*品牌关系规范类型（共享&交易关系）*捐赠行为方式（捐时间&捐金钱）八种情景组合。与实验二不同的是，实验三将品牌所处行业由服务延伸至有形产品；虚拟品牌名称不再使用字母“B”替代，而采用“龙华”代表国产品牌，“EVS”代表外资品牌。来自武汉高校的 170 名 MBA 学员，以换取学分的方式参加了此次实验，其中男性 87 人（占 51.2%），平均年龄 32 岁。

实验过程

首先，根据国产品牌命名的特征，设计三个虚拟的国产品牌，与三个真实的国产品牌混淆在一起进行预测试。目的是选择可信度比较高的虚拟国产品牌。结果表明：“龙华”被视为国产品牌的比率最高，参加测试的 65 名学生当中，有 95.6%的人认为它是真正的国产品牌。而对于虚拟的外资品牌名称，则根据外资品牌命名的特征，采用同样的方法，结果表明：“EVS（艾维斯）”被视为外资品牌的比率最高，参加测试的 59 名学生当中，有 87.4%的人认为它是真正的外资品牌。而这一点与高辉等人（2010）对仿洋品牌虚拟名称设计的结论基本一致。

接下来的步骤与实验二基本类似，只是在期望捐赠时间的小组，同样采用 BDM 方法，以 5-40 天为区间，将其平均划分为 7 个选项。并且，也有一个开放性的选择，可以让被试按照自己的意愿填写天数。最后是国内外虚拟品牌的操控性检验（1=国产品牌，7=外资品牌）和消费者背景资料的调查。

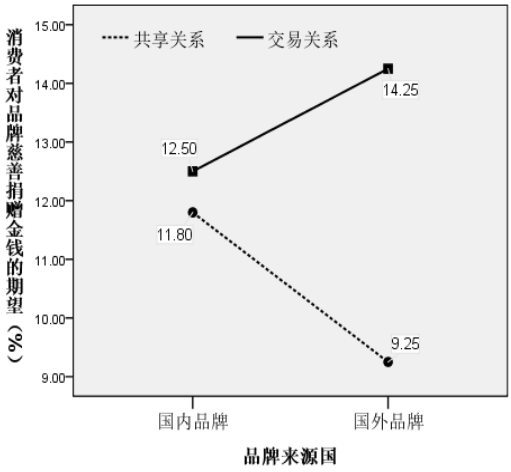
数据分析

首先，对虚拟品牌名称的设计进行操控性检验。在与中位数 4 进行单一样本 T 检验后，结果显示：$M_{国产品牌}$=1.68，t（82）=-44.467，p＜0；$M_{外资品牌}$

=5.427，t（86）=16.614，p＜0；这说明虚拟国产品牌“龙华”和外资品牌“EVS”的设计，均达到了预期的效果。

其次，我们采用了单因变量多因素方差分析，检验了品牌来源国与品牌关系规范对捐赠期望的交互。对品牌捐赠金钱期望来说（见图 2a），品牌来源国的主效应并不显著（F（1，81）=0.134，p=0.715＞0.05）；但是品牌关系规范（F（1,81）=15.892，p＜0）以及品牌来源国与品牌关系规范间的交互（F（2，80）=8.447，p=0.005 p＜0）却是显著的。

进一步采用独立样本 T 检验，结果显示：交易和共享关系规范下的消费者，对品牌慈善捐赠金钱的期望均值分别为 0.134 和 0.105，两者存在显著的差异（t（83）=-3.944，p＜0）。这说明与共享关系规范下的消费者相比，交易关系规范下的消费者，对品牌捐赠金钱的期望更高。因此，假设 H3a 得到检验。



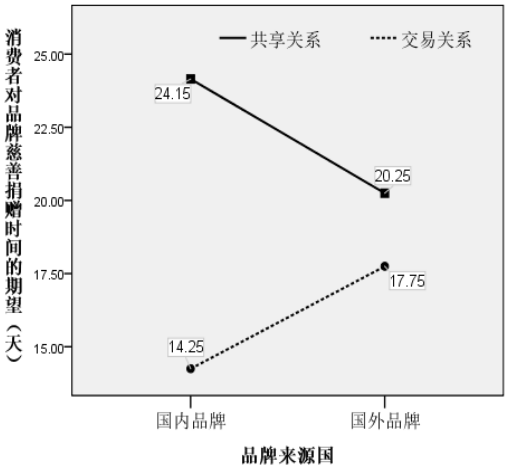


图 2a 捐赠金钱期望对比　　**图 2b 捐赠时间期望对比**

对品牌捐赠的时间期望来说（见图 2b），同样，品牌来源国的主效应并不显著（F（1，81）=0.414，p=0.522＞0.05），但是品牌关系规范（F（1,81）=38.313，p＜0）以及品牌来源国与品牌关系规范间的交互（F（2，80）=13.120，p＜0）却是显著的。进一步采用独立样本 T 检验，结果显示：交易和

共享关系规范下的消费者，对品牌慈善捐赠金钱的期望均值分别为 22.825 和 15.889，两者存在显著的差异（t（85）=5.623，p＜0）。这说明与交易关系规范下的消费者相比，共享关系规范下的消费者，对品牌捐赠时间的期望更高。因此，假设 H3b 得到检验。

讨论

由实验三可以看出，企业可通过品牌名称或品牌 LOGO 的设计，来影响消费者对品牌来源国的感知，进而影响他们对品牌慈善捐赠的期望。但是从总体来看，品牌来源国对慈善捐赠期望的主效应并不显著。而是当把消费者根据品牌关系规范划分为交易和共享两类群体时，他们对国内外品牌慈善捐赠的期望才存在显著的差异。即与共享/交易关系规范下的消费者相比，交易/共享关系规范下的消费者，对品牌捐赠金钱/时间的期望更高。主要原因在于金钱或时间分别能够激发消费者价值或情感最大化考虑集，而这种考虑集又分别与交易或共享关系规范下消费者的思维模式相匹配，两者相遇，最终加强了对慈善捐赠期望的影响。

研究结论和管理启示

根据前面的模型构建、假设推演、实验设计和数据分析，本文得出以下几点研究结论和管理启示：

第一，关注并深刻理解消费者对品牌慈善捐赠的期望尤为重要。原因在于慈善捐赠是品牌善意的最高表现形式，对品牌能力及整个品牌形象的提升有着重要的促进作用。与“有形”的商品相比，慈善捐赠是一种“无形”的社会公共产品；前者展示的对象是“商品”，显得相对客观、具体和清晰，而后者展示的是“行为”，显得相对主观、抽象和模糊。但按照市场营销的核心逻辑，两者同样需要满足消费者的需求和期望，即抓住消费者的“心”。

第二，在慈善捐赠期望中，消费者会视国内/外品牌分别为内/外团体成员。从传统文化来看，国人习惯于根据客体的身份和角色对关系进行分类，例如：五伦的表述和差序格局等。而这种分类在品牌慈善捐赠当中显得极为重要，因为不同的关系类型，包含着关系双方间的亲密、信任及义务的连带程度。所以，有些企业会通过品牌名称或 LOGO 设计（例如：仿民族品牌和仿洋品牌）等宣传方式，影响消费者对品牌来源国的感知。但这只是从“形”上做了变化，更重要的是把握不变的“神”，只有这样，才能做到“形”和“神”的统一，才能影响消费者“一世”而非“一时”，最终得到“意”而忘掉“形”。

第三，在消费者对国内外品牌慈善捐赠期望中，品牌关系规范会起到显著的调节作用。具体来说，与国外/国内品牌相比，共享/交易关系规范下的消费者，对国内/外品牌的捐赠期望将更高。原因在于共享/交易关系规范下的消费者倾向于聚焦内/外团体，注重相互关心和责任分担/金钱交易和资源互换，侧重于

“做人”/“做事”。因此，国内外品牌应根据自己的身份，以及一贯奉行的、长期与消费者沟通的关系规范类型；分别按照“交情”和“交易”的关系规范，才能满足消费者对慈善捐赠的期望。但问题是，从长期来看，与“交情”相比，“交易”更难交到消费者的“心”。

第四，消费者对品牌慈善捐赠时间和金钱两个方面存在显著的差异。具体来说，与共享/交易关系规范下的消费者相比，交易/共享关系规范下的消费者，对品牌捐赠金钱/时间的期望更高。由此可见，对于共享关系规范下的消费者而言，更希望看到品牌能够抽出时间，为慈善事业做出努力。而对交易关系规范下的消费者，则恰恰相反，他们更希望看到用金钱来表达品牌慈善的心。所以，市场就像一面镜子，无论品牌的身份如何，你怎么对待消费者，消费者就会以同样的方式对待你。毕竟，在这个世界上，只有品牌自身，才能决定消费者看你的眼光。

研究局限和未来展望

俗话说：“金无足赤，人无完人”。尽管在本文的研究过程中，我们与多位同行专家进行了深入的交流和探讨，并做了大量的修改和完善工作。但鉴于品牌身份的复杂性、捐赠行为方式及方向的差异性，本文依然存在以下三个方面的局限和未来研究方向：

第一，在消费者感知国内/外品牌为内/外团体成员的过程中，未能测量国家特征相似或差异的影响。由于中国为发展中国家，且为东方文化的代表；那么，以此为参照，当外资品牌的来源国同样为发展国家，或以东方文化为主。消费者是否会更倾向于视来自这些国家的品牌为内团体成员呢？

我们无法得知，因为在本文的研究中，只有极个别被试提到发展国家，但却又未能写出企业品牌名称。以东方文化为主的国家，虽然提及韩国和日本，但由于历史原因，来自日本的品牌被视为外团体成员，剩下来自韩国的品牌，无法得到一个普适的结论。因此，在未来的研究中，我们将进一步探讨国家特征间的相似或差异，在消费者视国内外品牌为内外团体成员过程中的影响作用。

第二，就国产品牌而言，未能进一步将其划分为国有和民营企业。由于中国社会长期以来受“官-民”两阶级文化的影响（文崇一，1991），普遍认为：国有企业因代表国家政府而被视为“官”，民营企业因代表普通大众而被视为“民”。那么，在视品牌为内/外团体成员的过程中，“国”和“民”是否会起到影响作用？在国有和民营企业之间，消费者会更期望哪一类品牌捐赠更多呢？以及为什么？亟待进一步研究。

第三，未能对品牌慈善捐赠行为方式及方向进行细化研究。从品牌捐赠行为方式来看，有细水长流的，也有一掷千金的；有授人以鱼的，也有授人以渔

的；有润物细无声的，也有锣鼓齐鸣的。可究竟哪个好呢？它们适用的情景是什么呢？从品牌捐赠行为方向来看，随着品牌全球化的发展，当国产品牌向外国消费者给予慈善捐赠时，本国消费者会作何反应呢？为什么？即便是本文所研究的捐赠时间，也有很多的方向，例如：培训失业人员、做义工等，不同的方向也是有可能影响消费者的期望。这些都是值得我们进一步探索的有趣的问题。

由此可见，对品牌慈善捐赠的研究，本文的结论不过是冰山之一角。所以，在后续的研究中，我们将以此为基础，不断改变研究视角和研究对象，进一步探讨消费者对品牌慈善捐赠的期望，希望能够看到冰山之全貌。

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天然气供应企业顾客细分与新顾客归类判别研究

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摘要

本项研究针对特大型连续服务供应商新顾客归类问题出发，利用原有的顾客用气负荷量的时间序列数据，根据 WE 公司要求预先设定原有顾客分为四类为标准，经过谱分析，因子分析，分层聚类分析以及逐步判别分析，经过一系列数据分析，我们得到了判别函数方程。令人感到惊讶的是，顾客用气波动性在因子分析与逐步判别分析中均占据主要位置，超过业务指标。该现象说明 WE 公司的顾客用气波动性是该公司首先要面对的问题。天然气新顾客分类将有利于顾客服务的设计与改善，增进顾客满意与忠诚。

关键词：谱分析；因子分析；聚类分析；判别分析；新顾客分类

中图分类号：F274　文献标识码：A

Research on the customer segmentation and new customer classification of natural gas supplier

Li，Naihe

ABSTRACT

This research is focused on the New Customers of super-large scale natural gas provider grouping, as for applying the time series of consuming loading data of the natural gas of the existing customers, rely on the WE company's requirement to plan to divide the customers into 4 groups as criteria, conducting the spectral methods, factor analysis, hierarchical cluster analysis, and stepwise discriminant analysis, though the series data analysis, obtained discriminant function for new customers. Surprisingly, the customers'volitility index were occupied the number one position in the 12 index of factor analysis and 5 index of the discriminant analysis. The phenomenon is explained the volatility in customers consuming natural gas being the first issue on the face of the WE. The new customers classification will helpful to

improving the customer service's design, and enhance the customer's satisfaction and loyalty.

Keywords: Spectral Methods; Factor Analysis; Cluster Analysis; Discriminant Analysis; New Customer Segmenting

引言

对特大型连续服务企业来说，顾客满意与顾客忠诚至关重要，它关系到企业进一步的发展与其市场竞争力。尽管存在着自然垄断环境的因素，但是客观上顾客满意度的水平和口碑也还是在相当程度上影响着服务供应商的供应政策和供应行为(Cronin Jr, Brady, & Hult, 2000)。天然气行业属于典型的连续服务供应行业。按照政府有关部门规定，根据天然气行业下游用户特点不同，可将其用户分为三大类：城市燃气供应企业、发电企业、工业用气企业。对天然气供应商而言，其下游顾客企业的引伸需求（Derived Demands）、经营状况、用户的用气使用情况各异，造成其用气行为差异非常大，亦称之为用气波动性大。这种波动性客观存在且不尽相同，加之不同用户的波动性相互叠加造成峰谷差进一步加大，对天然气供应商提出了很高的调峰要求。为更好的满足用户需要，降低调峰成本，原有按照行业的用户分类方法已经远远不能满足当前用户对天然气供应的服务要求，天然气供应商需要对不同用户的不同用气特征进行详细分析、归类，针对不同类用户采用不同调峰手段，提高营销水平，从而提高顾客满意度与忠诚度。

天然气用户每日天然气消费量所形成的时间序列数据是反映天然气用户消费特征的重要信息，本文以国内天然气行业特大型连续服务供应商 WE 的用户日消费数据为算例，根据用气特征对其进行用户细分，建立了新的用户细分准则，不仅有助于对已有用户的调峰管理，也为新用户的归类识别、从而确定天然气供应水平等销售问题提供依据。

国内外营销专家曾经研究过的客户细分对于时间序列数据鲜有涉及，近几年，论文逐渐增多，本论文侧重于对时间序列数据的转换，并在此基础上通过因子分析、聚类分析以及判别分析，构建天然气企业顾客细分与新顾客归类的模型与方法。本文主要聚焦于对原有企业顾客细分，细分指标的筛选，分类指标的识别，以及对新进入天然气消费系统顾客的识别。

连续性服务消费时间序列数据特征细分与新顾客识别原理

企业顾客在连续性服务消费时间序列数据中，其引伸需求各不相同，可以应用不同数字特征来刻画，更加具有一般性，利用时间序列谱分析指标来刻画

连续性服务消费的时间序列，因此我们有：

定义 1：连续性服务消费顾客消费波动性的相位角，以$\cos\varpi t$相位角余弦与$\sin\varpi t$相位角正弦来刻画，分别表示相位角在 x 轴与 y 轴上的值；

定义 2：连续性服务消费顾客的消费波动性的振幅，应用$a(f)$和$b(f)$来描述；

定义 3：连续性服务消费顾客消费量的均值，应用$\overline{X}$来表示。尽管连续性服务消费波动性大，可是均值仍然是表示顾客消费规模大小的主要指标之一。

定义 4：方差。反映了连续性服务消费离散程度。方差与振幅，相位不同，它反映的是短期内，无周期性的偏差。

定义 5：峰值。作为连续性服务消费的最大值；尤其是在强烈的波动性情况下，由波动性将消耗量推向峰值，研究峰值很有价值，可以了解顾客的消费极值，进而预估该企业可能需要天然气调峰与天然气应急供应的情况。

定义 6：线性增长率。作为衡量时间序列增长或减少的趋势。

定义 7：时间序列中的残差，扰动，噪声等均归结于不规则度。也就是除去相位，振幅，均值，方差等之外的影响因素。

同理我们还有：

定理 1：连续性服务消费中的服务波动性起到主要的作用；

定理 2：享用连续服务的顾客消费行为引发服务波动性；

定理 3：可以根据原顾客群波动性各方面特征用以识别新顾客的消费特征。

定理 4：顾客行为特征细分可以充分显示新顾客特征并且将其归类；

时间序列数据转换——谱分析方法

时间序列固有的典型特征就是相邻观测值之间的互相依赖性。这种观察值之间的互相依赖性具有极大的实用价值。时间序列分析就是讨论这种观察值之间的相互依赖性的一种分析技术(Box, Jenkins, & Reinsel, 2013)。本文根据天然气顾客用气量的时间序列数据，通过寻找时间序列数据中的“隐含周期性”，对于具有强循环趋势的序列，讨论在各种已知频率上拟合余弦波，使用足够多不同频率、振幅以及相位，就能对几乎所有的平稳序列建模。这里我们不仅应用时间序列的相关性质，而且还将针对时间序列的频率性质进行分析，前者称之为时间域分析，后者称之为频率域分析，而频率分析或称谱分析。谱分析我们有：

$$Y_t = \int_0^{1/2} \cos(2\pi ft)da(f) + \int_0^{1/2} \sin(2\pi ft)db(f) \quad (1)$$

为谱分析的表达式。上式对任何零均值的平稳过程都能够以（1）式来表示。根据（1）式，通过Matlab软件时间序列模块，编制时间序列谱分析程序，计算出顾客用气的均值、方差、峰值、线性增长率、年度增幅、月度增幅、月

度相位、星期振幅与星期相位等13个指标，用来刻划企业顾客用气行为的特征。我们根据WE企业数据库中的江苏省69家企业在2004-2012年时间段中选取完整的2年数据段，而且起始时间与终止时间相同。根据每日天然气用气量的历年数据进行时间序列的谱分析计算(Trefethen, 2000)。

因子分析

因子分析是一种重要的降维方法，其目的是为了找出少数几个变量，来概括地描述与刻画具有相关性的多项指标。本文根据上述69家天然气企业顾客谱分析的13个指标，再加上69家企业顾客的天然气价格弹性与顾客价值等2项指标，一共15项指标来进行因子分析，目的是筛选出更加富有效率的指标来。希望通过因子分析将时间序列谱分析所得的13个指标与2个经济指标，应用潜在的、无法观察到的随机变量来描述这些指标值，这些随机变量就是这69家企业顾客消费行为指标的因子。

因子模型。设有 P 维可观察的随机向量 $x=(x_1,x_2,.....,x_p)^{'}$, 其均值为 $\mu=(\mu_1,\mu_2,....,\mu_p)^{'}$, 协方差矩阵为 $\sum=(\sigma_{ij})$。因子分析的一般模型为：

$$\begin{cases} x_1=\mu_1+a_{11}f_1+a_{12}f_2+...+a_{1m}f_m+\varepsilon_1 \\ x_2=\mu_2+a_{21}f_2+a_{22}f_2+...+a_{2m}f_m+\varepsilon_2 \\ ..... \\ x_p=\mu_p+a_{p1}f_p+a_{p2}f_2+...+a_{pm}f_m+\varepsilon_p \end{cases} \quad (2)$$

其中， $f_1,f_2,.....,f_m$ 为公共因子， $\varepsilon_1,\varepsilon_2,.....,\varepsilon_p$ 为特殊因子，它们都是不可观察到的随机变量。公共因子 $f_1,f_2,.....,f_m$ 出现在每一个原始变量 $x_i(i=1,2,.....,p)$ 表达式中，可理解为原始变量共同具有的公共因素；每个公共因子 $f_j(j=1,2,.....,m)$ 一般至少对两个原始变量有作用，否则它将归入特殊因子。每个特殊因子 $\varepsilon_i(i=1,2,.....,p)$ 仅仅出现在与之相应的第 i 个原始变量 x_i 的表达式中，它只对这个原始变量有作用。于是（2）式可以用矩阵来表示：

$$X=\mu+Af+\varepsilon \quad (3)$$

式中 $f=(f_1,f_2,.....,f_m)^{'}$ 为公共因子向量， $\varepsilon=(\varepsilon_1,\varepsilon_2,.....,\varepsilon_p)^{'}$ 为特殊因子向量， $A=(a_{ij}):p\times m$ 称为因子载荷矩阵。

参数估计我们采用的是主成份法，我们假设原始向量 x 已作了标准化变换。如果随机向量 x 满足因子模型（3）式，那么就有：

$$R=AA'+D \quad (4)$$

因此，我们可知因子载荷矩阵 A 不是唯一的，实际上人们常常利用这一点，通过因子旋转，使得新的因子具有更好的实际意义，用以解释问题。

聚类分析

对经过因子分析后的变量采用聚类分析来细分企业顾客。通过市场细分，公司可以更好地了解顾客的需求，并且由此有效的制定市场目标，满足目标顾客群的需求。具体而言，有多种细分方法。市场细分是营销学常用的方法，一直受到实业界与学术界的青睐，研究论文始终处于蓬勃发展势头。近年来，市场（顾客）细分的理论有新发展：Kim, Fong, and Desarbo (2012)提出一个新的贝叶斯潜结构回归模型，通过选择各种一般处理相关市场细分的营销问题和顾客异化问题。在衍生出来的细分市场中，作者提出处理过程给出细分与同时也给出回归分析。细分也用于医学，有学者采集1934位在线调查的样本，了解45种健康状态的横截面数据，再应用多维标度方法进行细分，由此发现被试者对于熟食的消费态度，信任，消费频率，以及购买的标准。健康是根据精力，情感幸福，成就感，社会责任，身体幸福等等据此细分(Geeroms, Verbeke, & Van Kenhove, 2008)。细分技术也被应用于能源消费，有学者研究生物能源在英国潜在的需求，设计一个系统框架利用细分方法来评价生物能源取暖市场需求的潜在需求。根据消费者最终使用能源消费，取暖市场的相关细分市场潜在需求，找到每个细分市场特征，定义细分市场，最后估计细分市场会占据英国的取暖市场3%至31%的取暖市场份额(Jablonski et al., 2008)。还有学者将每日产品能源购买，诸如食物，和能源添加剂都允许能源消费者细分更加差异化特征：运用聚类分析得出能源消费者细分市场：理想化，节俭的，无私的，物质化的，舒适导向的，幸福导向的等6种(Sütterlin, Brunner, & Siegrist 2006)。由此可见，细分与识别的理念与方法已经应用于诸多行业，发挥其作用，给业界带来更多的利益。

聚类的过程通常为五步：①根据管理的需要，将企业顾客分为4类为好，设定聚类为4类；②聚类过程开始，基于一个k类的种子（类的中心）起点。该种子可以随机选取，或者应用启发式方法，诸如种子可以由用户提供的种子来产生（例如，本文中的分为四类即是由WE领导层给出的）。利用分层解决方案作为起始点或者种子是惯常的做法。假定种子被选定，假设数据被定义为最初的种子，给出最初种子尺度已改变数据。一旦该最初种子被识别，通过计算每个顾客与类别中心距离，而且是离类别中心最为邻近的一类，将其被分入各聚类的其中之一类。有时聚类中心是动态的，即聚类的中心会随着消费者分配进入该类而更新。③在消费者分配完以后，还需要再计算聚类的中心。④通过计算每位顾客至聚类中心的距离和分配他们到距离聚类中心最近的组。⑤获取最广泛的使用标准来确定特定可接受的最小化变差的聚类中心。

本文采用的是分层聚类方法(Johnson & Wichern, 2002)，是通过一系列或者相续的合并，或者相续分割来进行的。从单个对象开始，在开始时存在多少个

对象就有多少个聚类，将最相似的对象首先分组，然后将组与组根据它们之间的相似性进行合并。最后随着相似性不断下降，所有的组渐渐地融合为一类。具体算法公式如下：

$$d_{(XY)J} = \min\{d_{XJ}, d_{YJ}\} \qquad (5)$$

这里 d_{XJ} 和 d_{YJ} 分别为聚类 X 和聚类 Y 与 J 之间的最近相邻距离。可以应用树形图来表示。得到距离公式：

$$D = \sqrt{\sum_{k=1}^{p}(x_{ik} - x_{jk})^2} \quad （6）$$

根据上述公式（6），我们得到若干组顾客消费行为特征之间的距离，根据最近相邻法（NestestNeiberg hood）计算方法，得到聚类步骤表，以及各类之间的距离。其基本统计思想是，如果分类合理，则同类对象之间的离差平方和应当较小，而且类与类之间的离差平方和较大，根据此项原则与公式考虑聚类步骤。

判别分析

从多元统计学角度来看，判别分析问题可以归结于：设有 k 个组（或类或总体）$\pi_1, \pi_2, ..., \pi_k$,所以组的企业都测量相同的 p 个指标，可以表示为一个 p 维向量，这 k 组的分布函数分别是 $F_1(x), F_2(x), ..., F_k(x)$,均为 p 元分布函数，对于一个给定的新的天然气用气企业 x，要求判断它属于哪一组。

由于如前所述，本项研究涉及多变量多组顾客，于是就有，k 个组 $\pi_1, \pi_2, ..., \pi_k$，它们的均值分别是 $\mu_1, \mu_2, ..., \mu_k$，协方差矩阵分别是 $\sum_1(>0), \sum_2(>0), ..., \sum_k(>0)$，x 到总体 π_i 的平方马氏距离为：

$$d^2(x, \pi_i) = (x - \mu_i)' \sum_i^{-1} (x - \mu_i)，（7）$$

那么判别规则为

$$x \in \pi_i, 若\ d^2(x, \pi_i) = \min_{1 \le i \le k} d^2(x, \pi_i) \quad （8）$$

实施逐步判别分析仍利用因子分析计算结果得到的 12 个因子，从中选出判别变量，将四组顾客群以判别方程的形式区分开来。因为判别分析在比较两组组中心值时具有 t 检验的优点，所以判别分析被考虑作为比较介于个别变量之间测量互动的可靠工具。逐步判别分析曾经用来挑选最有用的判别变量。在寻求判别变量的最佳组合时，逐步判别分析方法具有逻辑性强，效率高的特点而被人们接受采纳，特别是在探索性研究中。该项结果是基于结果相关而不是标准化系数。这是因为某些判别变量也许是彼此相关的，所以结构相关（也可认为是判别载荷）通常被认为在决定每个判断变量相对效力时，结构相要关比标准化系数来得更加可靠。

算例

本文主要是运用时间序列的频谱分析，从而得到频谱分析的参数值，参见表 1。

表 1 WE 公司企业顾客天然气消费时间序列频谱分析（部分数据）

企业	均值	方差	峰值	线性增长率	年度振幅	年度相位	年度不规则度	月度振幅	月度相位	月度不规则度	星期振幅	星期相位	星期不规则度
宝应昆仑	2.300975	7.131538	10.3785	0.156323699	1	4	3	0.127867	14.90478	0.163466	0.024202	1.457082	0.101936
常熟昆仑	0.925451	0.656231	3.5	0.104556336	1	6	1	0.194835	9.411062	0.782352	0.175591	-2.12256	0.513367
常州港华	37.26871	138.4595	67.009	0.391320233	1	6	4	0.436909	12.46458	0.193155	0.153742	1.509626	0.106026
常州利用	6.164474	3.621776	10	-0.451735591	1	6	1	0.803158	-11.5342	0.57224	0.372518	2.091013	0.322305
	……												

我们得到 WE 所属江苏省 69 家企业顾客天然气用气量时间序列的谱分析数值。可以看到，WE 江苏省企业顾客数据通过了 KMO 和 Bartlet 检验，该检验是基于因子相关矩阵的，KMO 抽样充分性测量系数为 0.757，Bartlet 球形检测近似卡方检验为 868.046，其中自由度为 66，显著性水平为.000。说明样本检验结果良好。

表 2 KMO 和 Bartlett's 检验一览表

Kaiser-Meyer-Olkin抽样充分性测量系数 Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.757
Bartlet球形检测 Bartlett's Test of Sphericity	Bartlet球形的渐进卡方检测 Approx. Chi-Square	868.046
	自由度df	66
	显著性水平 Sig.	.000

上述谈及的A矩阵，其行元素平方和 $h_i^2=\sum_{j=1}^{m}a_{ij}^2,\ i=1,2,3,.....,p$。于是，我们有：

$$\sigma_n=h_i^2+\sigma_i^2, i=1,2,3,...,p \quad (9)$$

h_i^2 反映了公共因子对 x_i 的方差贡献，称之为共性方差（Communality）；而 σ_i^2 是特殊因子 ε_i 对 x_i 的方差贡献，称之为特殊方差（Specific Variance）。

根据共性方差与特殊方差，同时得到中的变差解释一览表（见表 3）。表中 SPSS 程序计算结果罗列了主成分从初始向量值到提取平方载荷之和，再到旋转平方载荷之和的主成分数据演算过程，我们发现：前 4 组成分的变差占据总变差的 85.784%，说明应用这四个主成分的变差来解释观察变量是可取的。经过旋转之后，四个主成分的变差分别有了变化，第一主成分从 45.709%下降为 40.119%，第二主成分从 18.978%通过旋转上升至 19.392%，第三主成分从 12.378%增至 16.519%，第四主成分从 9.753%至 8.719%。四个主成分总共占据变差百分比为 85.784%，说明解释力是充分的。

表3 总的变差解释一览表

	初始向量值			提取平方载荷之和			旋转平方载荷之和		
成分	小计	变差百分比	累计变差百分比	小计	变差百分比	累计变差百分比	小计	变差百分比	累计变差百分比
1	5.485	45.709	45.709	5.485	45.709	45.709	4.814	40.119	40.119
2	2.277	18.978	64.687	2.277	18.978	64.687	2.327	19.392	59.511
3	1.485	12.378	77.065	1.485	12.378	77.065	1.982	16.519	76.031
4	1.046	8.719	85.784	1.046	8.719	85.784	1.170	9.753	85.784
…	……	……	……	……	……	……	……	……	……
11	.039	.327	99.782						
12	.026	.218	100.000						

因子提取方法：主成分分析法。

通过因子分析运算，我们得到天然气企业顾客的共性方差值一览表 4。从表中，可以看到原来的 15 个维度的变量，现在通过因子分析剩下 12 个变量，减去了年度相位，年度不规则度，和月度相位 3 个维度变量。

表4 共性方差表

变量	初始值	提取值
均值	1.000	.884
方差	1.000	.908
峰值	1.000	.854
线性增长率	1.000	.874
年度振幅	1.000	.828
季度振幅	1.000	.907
季度相位	1.000	.590
季度不规则度	1.000	.961
月度振幅	1.000	.886
月度不规则度	1.000	.967
价格弹性1.63	1.000	.730

顾客价值	1.000	.905

因子模型参数估计完成之后，还必须对模型中的公共因子进行合理解释。公共因子是否易于解释，很大程度上取决于因子载荷矩阵 A 的元素结构。正交矩阵 T 的不同选取方法就构成了正交旋转的不同方法。所谓最大方差旋转法就是选择正交矩阵 T，使得矩阵 A'所有的 m 个列元素平方的相对方差之和达到最大。为了最大限度的利用所收集的数据信息，我们采取了 4 组别的因子组。下面就是旋转因子矩阵，同时我们设定因子方差下限为 0.550，也即方差解释绝对值至少要高于 55%，我们方才采纳，以确保因子的高度解释性。以表 5 展示。

表 5 旋转后因子矩阵

	成分Component			
	1	2	3	4
方差	.943			
峰值	.922			
年度振幅	.904			
均值	.896			
顾客价值	.854			
月度振幅	.744	.553		
线性增长率		.932		
季度振幅		.858		
月度不规则度			.978	
季度不规则度			.951	
价格弹性1.63				.827
季度相位				-.683

可以看到，第一组因子方差包含，方差（.943），峰值（.922），年度振幅（.904），均值（.896），顾客价值（.854），月度振幅（.774）；第二组因子方差包含，月度振幅（.553），线性增长率（.932），季度振幅（.858）；第三组因子方差包含，月度不规则度（.978），季度不规则度（.951）；第四组因子方差包含，价格弹性1.63（.827），季度相位（-.683）。不难发现：第一组因子方差包含的观察变量主要属于业务内容，我们可以称之为主营业务因子；第二组因子方差包含的观察变量属于波动幅度与增长率，故称之为波动与增长因子；第三组因子方差包含观察变量属于季度与月度不规则度，可以称之为不规则度因子（事实上不规则度也是因为用气波动性而造成的）或第二波动性因子；第四组因子方差包含价格弹性和季节相位，称之为其它因子。

于是，我们就得到以因子组合表现的观察变量，详见表6。

表6 因子得分的系数矩阵

	各个估计因子载荷方差			
	1	2	3	4
均值	.184	-.002	-.072	.035
方差	.227	-.096	.058	-.034
峰值	.229	-.120	.027	-.023
线性增长率	-.148	.505	-.079	.032
年度振幅	.250	-.204	.051	-.012
季度振幅	-.034	.395	-.026	-.015
季度相位	.047	-.132	-.002	-.586
季度不规则度	-.003	.018	.482	-.046
月度振幅	.109	.161	.060	-.035
月度不规则度	.046	-.137	.528	-.043
价格弹性1.63	-.006	-.086	-.093	.731
顾客价值	.148	.093	-.064	.011

在表6中，在每一行相对具有较高绝对值的指标，就是该因子的主要成分。如均值，方差，峰值，年度振幅，月度振幅，顾客价值在第一因子栏内均有相对较高的价值，因子一我们称之为主营业务因子；而线性增长率，季度振幅，月度振幅在第二因子栏内，具有相对较高的载荷，称之为变动幅度因子；季度不规则度与月度不规则度在第三类因子栏中具有相对较高载荷，称之为不规则因子；最后一类因子当属季度相位的绝对值与价格弹性（1.63）的因子载荷相对最高，称之为其它因子。在营销理论与实务领域中，因子分析经常被用来产生在结构方程或路径分析模型中作为输入变量指数方法。在这里我们应用因子分析来降低变量的维度，简化细分计算，强化变量解释力，再利用经过因子分析的12项指标数据来进行细分。

本文运用SPSS软件中的分层聚类模型，根据69家企业的用气行为特征数据，计算出四类顾客群，表7：

表7 江苏省天然气企业顾客消费行为数据特征细分一览表

第一类企业顾客	第二类企业顾客	第三类企业顾客	第四类企业顾客

宝应昆仑	淮安天达	淮安新奥	苏州管网角直	昆山利通	戚墅堰华电
常熟昆仑	江都利用	泗阳荣浩	常州新奥	国信淮安	电厂
常州港华	江都庆鹏	苏州管网东桥	扬子石化		华电望亭电
常州利用	江都万安	苏州蓝天热电	宜兴港华		厂
常州新奥	江都中油	苏州利用	扬巴一体化		华港燃气
大丰时代	江苏大通	太仓昆仑	江苏天然气		华能南京电
丹阳港华	金陵石化	太仓利用	江阴天力		厂
东海昆仑	金坛港华	太仓燃气	南京城市		张家港华兴
昆山恒燃	靖江天力	泰州港华	昆山中油管道		电厂
昆山华润	溧阳安顺	泰州昆仑			
昆山中油管	连云港新奥	泰州中油			
道	中油恒燃南	无锡华润			
南京城市	京	新沂中燃			
南京中燃	南京利用	宿迁昆仑			
南通大众	清江石化	徐州港华			
南通中油	如皋益有	徐州利用			
邳州中燃	扬州中燃	扬州昆仑			
中能硅业	仪征华燊	扬州利用			
镇江东源	镇江华润	仪征化纤			

从表 7 中可以看出，第一类顾客大多都是中型的燃气公司和化工陶瓷等工业企业。

表 8 四类企业顾客之间距离表

聚类之间距离	第一类顾客	第二类顾客	第三类顾客	第四类顾客
第一类顾客	0			
第二类顾客	7000	0		
第三类顾客	4000	3000	0	
第四类顾客	25000	18000	21000	0

表 8 给出了分层聚类分析的类别之间的近似距离。第二类顾客的天然气使用特征数字与第三类天然气使用的特征数字非常接近，第四类与其它三类的距离均很遥远，说明第四类与其它三类具有显著的差异。仔细观察第四类顾客（电厂类顾客），发现它们除了用气量均值特别大，方差大，线性增长程度也很大，而且顾客价值都是最高的一组。说明第四类顾客需要特殊服务。

我们在实施聚类分析之前，曾经利用因子分析将准备用作聚类分析的变量做了筛选，去除了 3 个观察变量，精简了聚类分析的变量。聚类过程后形成了四类顾客群，那么对于新进入 WE 公司的顾客应该归属哪一类顾客呢？新顾客的归属非常必要，它直接影响到顾客的服务属性感受，影响到顾客的满意度。本文采用统计软件来计算逐步判别方法，目的是可以清晰地观察到计算全过程。

表9 变量进入与移出判别方程一览

步骤		Wilks' Lambda系数											
						精确的F值				渐近的F值			
	进入方程变量	统计量	第一自由度	第二自由度	第三自由度	统计量	第一自由度	第二自由度	显著性水平.	统计量	第一自由度	第二自由度	显著性水平.
1	方差	.036	1	3	64.000	567.966	3	64.000	.000				
2	年度振幅	.014	2	3	64.000	157.695	6	126.000	.000				
3	顾客价值	.006	3	3	64.000					121.468	9	151.042	.000
4	季度振幅	.005	4	3	64.000					87.185	12	161.682	.000
5	线性增长率	.003	5	3	64.000					79.380	15	166.035	.000

说明：每一步，最小化Wilk的Lambda系数的变量进入方程。A，最多步骤20步；B，最小部分F=3.84的变量进入方程；C，最大部分F=2.71的变量进入方程。

由表9可知，方差、年度振幅、顾客价值、季度振幅、线性增长率进入了逐步判别方程，尽管只有方差和年度振幅二个变量进入精确的F值范围，另外三个变量，顾客价值、季度振幅、线性增长率进入渐近的F值。说明，天然气供给行业波动性问题是第一位的，方差是指用气波动的累计值，年度振幅也是测量用气的顾客每年波动的幅度；后三个指标中顾客价值和线性增长率是业务指标，季度振幅也是波动性指标。从中可窥全豹，波动性是天然气行业应重视的首要问题。

表10 逐步判别分析的变量

逐步判别步骤		容限	移出的F值	Wilks' Lambda值
1	方差	1.000	567.966	
2	方差	.966	87.675	.071
	年度振幅	.966	34.047	.036
3	方差	.370	127.205	.042
	年度振幅	.857	33.448	.015
	顾客价值	.336	27.676	.014
4	方差	.365	109.899	.031
	年度振幅	.694	32.078	.013
	顾客价值	.293	22.740	.010
	季度振幅	.597	4.218	.006
5	方差	.268	130.874	.023
	年度振幅	.650	30.610	.008
	顾客价值	.285	23.443	.007

	季度振幅	.152	16.701	.006
	线性增长率	.205	12.267	.005

表10给出了逐步判别变量分析的过程。同理，也是首先从方差作为第一步，其次是年度振幅，再后一步才是顾客价值被“选入”。仔细观察发现每一步骤中业务指标的容限度与移出的F值都是最低的。从侧面印证了波动性在新顾客判别中的重要性。接下来计算已标准化典型判别方程的系数表。Wilks'lambda值较大表示各个组的均值基本相等；Wilks'lambda较小表示组间有差异。在判别分析中，只有组均值不等时，判别分析才有意义。本表中Wilks'lambda每一步均为收敛，说明判别分析的效果是明显的。

表11 判断分类函数系数表

判别方程变量	分类			
	1.00	2.00	3.00	4.00
方差	-.003	.048	.237	.151
线性增长率	-.089	.831	6.358	1.659
年度振幅	.048	.310	5.521	6.732
季度振幅	.045	-.889	-7.376	.050
顾客价值	1.491E-5	-6.564E-5	.000	.000
截距	-1.892	-35.922	-714.731	-430.882

方法：Fisher的线性判别函数。

从表11看出，在四个判别方程中，作参数**相互比较**：第一类判别方程，顾客的用气方差最小，线性增长率也是三个判别方程最低的，且为负。年度振幅变量系数最低，季度振幅变量系数最低，顾客价值变量系数为第二，截距系数最大，说明该判别方程主要针对那些波动性低，顾客价值相对较高的，但是规模相对较小企业；第二类判别方程，方差变量的系数偏小，线性增长率为正，年度振幅偏小，季度振幅为负值，顾客价值微弱负值，说明该方程刻画的企业波动性较低，但是用气量逐步增加，起始用气规模相对较高的企业；第三类判断方程，方差是四类函数中最大的，线性增长率也是最高的，年度振幅偏大，季度振幅最小，且为负值，顾客价值为零，波动性最大，用气量较大增长，而且年度内用气具有较强周期性，用气规模也相对较大的企业；最后一类判别方程，方差中等，线性增长率偏高，年度振幅是四组中最高的，该企业波动性呈现周期性特点，起始用气规模较大，短期波动相对较小。

研究意义

本项研究给出了时间序列数据经过谱分析条件下的聚类，因子与判别分析，事实上是在进行一场特殊的天然气顾客负荷数字特征分析，由此根据新进入天然气用气行业顾客的用气行为特征来划分它的归属，具有很强的现实意义。而且实施天然气新顾客类型分析是获取典型顾客负荷综合指标和根据其负荷特征归类的一项重要任务。当我们利用聚类分析获取天然气企业顾客的负荷类型，选择一个适合的聚类算法（本研究采纳分层聚类算法）和确定合适的聚类别数时，应该明白：不仅选择合适聚类算法以及确定适当的聚类类别数总是非常重要，而且也是一项困难的任务。其中涉及的不仅仅是经济业务内容，而且还有顾客行为特征，还有算法与内容的最佳匹配程度。当然给出新顾客的分类将有利于新顾客的服务和提升新顾客的满意度。给出的方法与模型不仅仅限于天然气行业，也可以用于其它连续性服务行业，如电力行业、城市供热行业、移动通讯等行业，用以挖掘顾客消费行为的数据特征。

研究的局限性与未来的研究方向

本文根据天然气用户的日消费量所形成的时间序列波动性数据进行了用户细分，未来可根据细分结果，对各类用户具体应采用的有效调峰方式（如储气库调峰、管存量调峰、LNG调峰等）进行深入研究，以更有效的方式更低的代价解决调峰问题，为天然气各类用户提供更优质的服务。此外，本文选取的数据来自大型天然气供应商WE企业数据库中江苏省69家企业的日用气量，今后应进一步扩大样本选取的地域范围和样本数量，以提高样本的代表性和结果的可推广性。

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网络团购感知风险对消费者决策迟疑的影响研究

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摘要

网络团购中感知风险对消费者购买决策的解释作用越来越明显，本文从消费者、商家、网站三个维度研究网络团购感知风险对消费者决策迟疑的影响，运用 SPSS 及 AMOS 统计分析软件对模型进行实证检验,结果表明信息甄选风险、消费失误风险及服务兑现风险对整体迟疑及购买迟疑均有显著性正向影响，而虚假产品风险只对购买迟疑具有显著性正向影响。信息沟通风险、服务便捷风险以及服务安全风险对整体迟疑及购买迟疑的影响不显著。

关键词：网络团购 ； 感知风险 ； 决策迟疑

The Effect of Perceived Risk on Consumer Decision Hesitation in Online Group Purchase

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ABSTRACT

Perceived risk becomes more and more important in explaining consumer online group-purchase decision. This study explores the impact of perceived risk on decision hesitation from three perspectives of consumers、businesses and websites. With the data analysis by SPSS and AMOS we come to the conclusion：the selection of information risk, consumer risk, service risk have significant positive influence on consumer whole decision hesitation and purchase hesitation, False product risk only have significant positive influence on consumer purchase hesitation. But communication risk, convenient service risk and service security risk have no significant effect on consumer whole decision hesitation and purchase hesitation.

Keywords：online group-purchase ; perceived risk ; decision hesitation

引言

网络团购作为团购与互联网结合的产物，兼具团购与网购的优点，由于价格优势明显、交易成本低、不受时空限制等优点，网络团购消费模式在全国迅速发展，成为当下非常流行的消费购物模式。经过 2011 年的飞速发展国内团购网站已达 5000 余家，交易额也与日俱增。2012 年仅国内十多家主流团购网站总成交额就高达 213.9 亿元，同比 2011 年增长 93%，全年总购买人次达到 4.56 亿人，较 2011 年增长 45%。然而由于网络团购是基于互联网虚拟环境下的电子化交易过程，因消费者和卖家之间信息不对称导致的消费者购物风险增加，在交易过程中处于弱势的消费者因为对网络团购商家缺乏足够的信任而产生购买的决策迟疑，进而影响购买决定。由于网络团购发展时间较短，关于网络团购中的消费者感知风险对消费者决策迟疑的影响方面的研究还很不完善，国内学者较多的将注意力集中在消费者感知风险影响因素方面的研究，现有研究大多忽视了感知风险对消费者决策迟疑的影响。虽然目前的一些研究如江若尘、徐冬莉、严帆（2013）；周国龙（2011）；宋新华（2011）对此有所涉及，但在消费者网络团购方面缺乏深度的体系化研究以及定量化实证研究。

因此，从消费者、商家以及网站三个维度研究消费者决策迟疑，通过系统化的理论分析和实证检验获得各要素的作用机制；明确各因素对于网络团购消费者决策迟疑的影响程度。对于丰富消费者网络团购行为理论，帮助企业制定相应的营销策略，减少客户流失具有重大意义。在网络团购文献阅读的基础上，本文针对网络团购的感知风险因素进行了分析，尝试从消费者角度建立不同类型感知风险与网络团购决策迟疑的关系模型，并进行实证分析，通过研究网络团购感知风险对消费者决策迟疑的影响，在一定程度上丰富和深化了网络团购的研究视角，为后续相关研究奠定基础。并以此为参考，探讨不同感知风险类型对网络团购消费者决策迟疑的影响程度，深刻了解消费者决策迟疑的原因、降低消费者网络团购时的感知风险，减少网络团购时的决策迟疑，减少客户流失，为网络团购企业提升市场份额提供理论依据。

文献回顾和假设提出

网络团购

目前国内外网络团购的研究，主要是结合前期的团购研究和互联网的特点加以展开。H. Moulin 将博弈论的理论引入分析团购中联盟的形成以及联盟稳定性的问题。Krishan S. Anand 和 Ravi Aron（2003）是从动态的价格机制出发分析网络团购存在的基础，他们从销售者角度研究了团购的价值和最佳价格曲线，并设立了逢低买入竞价模型（即 GBA 模型：Group buying auction）来对此进行研究。琚春华，王蓓（2006）从服务、形成、运作、保障等方面分析了由

卖家主动发起的网络团购体系。宋伟旎（2007）运用定性分析方法，认为 B2C 网络团购的决定性影响来自于消费者网购时的心理预期，消费者的议价能力以及卖家之间的竞争情况。张喆，卢昕昀（2009）根据感知风险以及技术接受模型提出了网络团购参与意愿模型。彭亮（2011）以 Groupon 团购网站为例，运用层次分析法和模糊评价分析消费者信任度的主要影响因素，建立了网络团购消费菏泽信任度评价模型。

由上述分析可知，目前网络团购的研究主要以商业模式探讨、议价方式研究居多，且多以定性分析为主，从消费者视角对网络团购进行实证研究的文献则寥寥无几。

感知风险

感知风险是心理学领域的概念，哈佛大学教授 Raymond Bauer（1960）在美国第 43 届营销年会上，首次将感知风险这一概念引入消费者行为学的研究领域，他认为：在购买行为过程中，消费者并不能准确预期产品使用的结果，某些结果会使他感到不愉快，因此消费者的购买行为可以被视为一种风险承担行为（Risk taking）。Cunningham（1967）的定义，他把感知风险分成下列两个因素：①不确定性（uncertainty）：消费者对于某件事物是否发生的主观概率；②后果（consequence）：如果事情发生后，其结果的危险性。

基于网上购物的消费者感知风险，称为“网上感知风险”。Featherman 和 Pavlou，（2003）将网上感知风险分为经济风险、功能风险、社会心理风险、社会风险、隐私风险和时间风险六个维度；井淼、周颖、吕巍，（2006）在实证研究中发现,我国消费者网上购物时的感知风险由 8 个维度构成：经济风险、功能风险、隐私风险、社会风险、时间风险、身体风险、服务风险和心理风险。此后很多学者开始研究感知风险影响因素及对网上购物行为或购买意愿的影响。

井淼等人（2005）的研究显示，影响网上购物消费者感知风险的因素包括：网站因素，产品因素以及消费者因素。于丹等（2007）认为网络购物感知风险主要来源于产品本身、远距离交易、互联网这种交易模式和网站这四个方面。宋新华（2011）认为影响网络购物感知风险的因素主要集中在消费者、商品、零售商和技术四方面。江若尘（2013）的研究结果显示感知风险通过认知信任中介变量间接影响消费者购买意愿。

感知风险问题一直是网络购物过程中的重点问题，目前对于网上感知风险的研究，主要集中在感知风险影响因素以及对购买意愿影响的研究方面，缺乏系统分析和深度论证，对于消费者的购买决策过程的研究还几乎未曾涉及。

决策迟疑

从目前的研究来看，决策迟疑定义的描述主要围绕着决策过程中所遇到的问题展开。Frost 和 Shows（1993）将其定义为“人们在各种环境与领域中不能

及时的做出决策”。Chang-Hoan Cho 等（2006）将上网购物犹豫行为定义为顾客在上网购物的最后决定做出前还需要多一些时间的一种拖延踌躇的行为。指出网上购物犹豫有三种形式，即“整体犹豫，购物车遗弃，在最后付款阶段的犹豫”。并认为感知风险导致消费者网上购物犹豫的原因分为 4 个方面：①感知不确定性因素②创新渠道因素③情景因素④消费者自身因素。通过实证研究预测出导致网上购物犹豫的 14 种影响因子。

关于决策迟疑方面的研究国内学者涉入较少，仅有的凤毛麟角的研究成果关注的是企业管理层的决策迟疑问题，而对于消费者视角尤其是网络团购的消费决策迟疑研究尚属空白。

综上所述，目前，有关网络购物感知风险的研究成果较为丰富，但研究角度较为单一，关于网络团购中的消费者感知风险对消费者决策迟疑影响方面的研究涉入较少，国内学者较多的将注意力集中在消费者感知风险影响因素方面的研究，大多忽视了感知风险对消费者决策迟疑的影响。虽然目前的一些研究如江若尘、徐冬莉、严帆（2013）；周国龙（2011）；宋新华（2011）对此有所涉及，但在消费者网络团购方面缺乏深度的体系化研究以及定量化实证研究。

研究假设

感知风险是心理学领域的概念，哈佛大学教授 Raymond Bauer 在 1960 首次将感知风险这一概念引入消费者行为学的研究领域，他认为：在购买行为过程中，消费者并不能准确预期产品使用的结果，某些结果会使他感到不愉快，因此消费者的购买行为可以被视为一种风险承担行为（Risk taking）。本文将决策迟疑的界定为：消费者进行网络购物时由于感知风险的不确定，在购买时犹豫不决，最终导致放弃了网络团购或者转向其他网站进行购买的行为。本研究的核心内容是网络团购中感知风险对消费者购买决策迟疑的影响研究，通过对感知风险和决策迟疑相关的文献分析，本文按照网络团购中参与角色的不用，将感知风险分为“感知消费者不确定性风险”“感知商家不确定性风险”以及“感知网站不确定性风险”三个维度；按照决策阶段的不同，将决策迟疑分为“整体迟疑”及“购买迟疑”两个维度。

本研究认为网络团购的感知消费者不确定性风险主要由信息甄选风险和消费失误风险构成，信息甄选风险在感知消费者不确定性风险中最为常见，相比传统购物，网络团购只能通过商品介绍来了解商品信息，由于商品信息量较大，消费者很容易对产品信息解读有误或者对商品关键信息遗漏。由于网络团购购买和消费时空的分隔性，导致消费者在更加容易出现消费失误风险，如团券过期风险等。Meyers—Levy（1988）的研究指出，消费者的性别对其购物决策判断有显著的影响。Kehoe（1998）、Miyazaki and Fernanadez（2000）认为在网络购物情境下，消费者感知风险会受到电脑和网络使用经验等方面的影响，

最终会影响到消费者对购买决策的影响。Citrin、Steven & sten. Jr.（2000）研究结果证实网络使用经验越多的消费者，感知风险越低，在做出购买决策之时越容易。基于此，本文提出如下假设：

基于此，本文提出如下假设：

H1a：信息甄选风险对整体迟疑有显著正向影响

H1b：信息甄选风险对购买迟疑有显著正向影响

H1c：消费失误风险对整体迟疑有显著正向影响

H1d：消费失误风险对购买迟疑有显著正向影响

感知商家不确定性风险包括虚假产品风险、信息沟通风险以及服务兑现风险，在团购过程中，消费者无法亲身感受商品的颜色、质量等，而且产品价格缺乏透明度，这些因素共同构成了虚假产品风险。Ganesan（1994）认为感知风险与卖方的机会主义行为可能性所造成的后果不确定有关，这些卖方的机会主义行为可能给买方带来损失。Pavlou, Liang, and Xue（2007）认为顾客在购物过程中对商家的机会主义行为的担忧和感到信息不对称会引他们的不确定性感知。宋新华（2011）在研究中指出 “商家的信誉度”、“商家选择的支付方式”以及“商家的物流配送方式”三个方面的因素会对消费者产生影响。团购时，产品介绍信息不全面，订单查询困难，消费者无法通过与销售人员进行沟通来减少不确定性，导致消费者在团购时更容易感受到信息沟通风险。此外，网络团购还存在服务兑现风险，消费者在进行实地消费时，往往会受到诸多条件的限制，即使能够消费，享受的服务也经常大打折扣。

由此，本文假设：

H2a：虚假产品风险对整体迟疑有显著正向影响

H2b：虚假产品风险对购买迟疑有显著正向影响

H2c：信息沟通风险对整体迟疑有显著正向影响

H2d：信息沟通风险对购买迟疑有显著正向影响

H2e：服务兑现风险对整体迟疑有显著正向影响

H2f：服务兑现风险对购买迟疑有显著正向影响

感知网站不确定性风险包括服务便捷风险和服务安全风险。目前团购网站还存在售后服务不完善的问题，售后服务一旦出现纠纷，消费者投诉维权比较困难，而且团购失败，退款等待时间较长，这些都会导致服务便捷风险。另一方面，团购网站安全机制不健全，导致消费者支付信息被盗，消费习惯等个人信息被泄露情况时有发生，这必然会增加消费者对网站服务安全风险的感知程度。Einwiller（2003）认为网站的特质会影响消费者的购买决策；Balfour 等（1998）认为网站对交易安全性的保障和对消费者个人隐私的保护，会影响消费者的购买行为；国内学者刘枚莲和黎志成（2002）通过回顾前人的研究成

果，概括出影响影响消费者网络购物的五因素：网络安全性和可靠性、网站操作便捷性、网页的风格、企业形象、产品类型和特点。周国龙（2011）认为在网络团购中，消费者与卖家进行交易都是由第三方即团购网站提供平台并进行监督的，当出现交易纠纷时，消费者往往寄希望于团购网站出面解决。如果消费者感到网站不能有效保障自身利益，如发现卖家发布虚假信息或对交易资金的安全性没有信心，那么消费者出于自身利益考虑，宁愿夸大感知不确定性带来的风险也不会选择参与网络团购。基于此，本文提出如下假设：

H3a：服务便捷风险对整体迟疑有显著正向影响

H3b：服务便捷风险对购买迟疑有显著正向影响

H3c: 服务安全风险对整体迟疑有显著正向影响

H3d：服务安全风险对购买迟疑有显著正向影响

消费者因素、商家因素以及网站因素构成了网络团购感知风险的主要内容，均对消费者决策迟疑有着正向影响，因此，根据以上假设提出网络团购感知风险与决策迟疑模型，如图 1 所示。

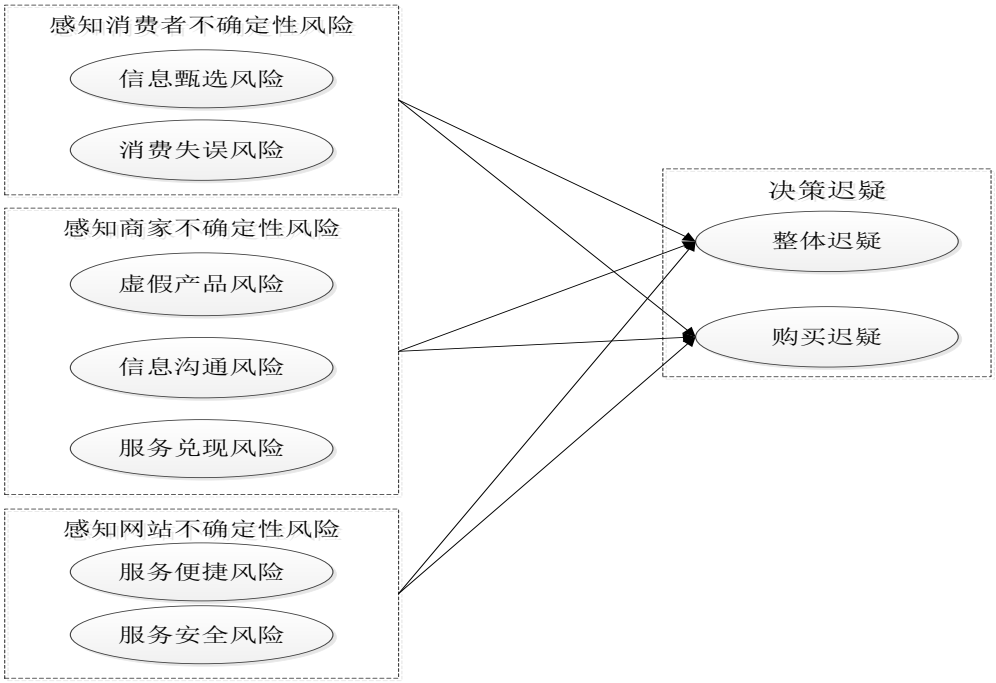

图 1 网络团购感知风险与决策迟疑概念模型

实证分析

问卷设计

本文参考了网络团购感知风险相关文献中的量表，并结合消费者决策迟疑的具体情况，修改得出网络团购感知风险各维度的测量量表，对于决策迟疑各指标的测量，则主要参考了 Chang-Hoan Cho（2006）对消费者网上购物犹豫量表。采用李克特 5 点量表，并在量表的基础上形成问卷。

数据收集

本研究采用网上调查与实地问卷调查相结合的方法进行数据收集，共发放问卷 300 份，回收 286 份，删除无效问卷及不符合要求问卷，最终剩余有效问卷 196 份，有效率 68.53%。样本特征分布如下：男性占 42.3%，女性占 57.7%；年龄在 20 岁以下的站 10.7，年龄在 21-29 岁之间占 81.1%，30 岁以上占 8.1%；本科以下学历占 2.0%，本科占 89.3%，研究生学历占 8.2%；个人月支出 1000 元以下的占 54.1%，1001-2000 元占 38.3%，2000 元以上占 7.6%。样本分布基本符合 2011 中国团购用户行为调查报告中网络购物者的人口统计特征，样本代表性较好。

信度效度分析

为使研究量表准确，可靠，在检验理论假设之前，需要对量表进行信度和效度检验，首先，采用 SPSS19.0 软件中 Scale 可靠性分析功能（Reliability analysis）对量表有效性数据进行信度分析，结果如表 1 所示。各变量及维度的 Cronbach's Alpha 系数均大于 0.7，表明量表信度较好。

表 1 信度分析结果

变量	二阶因子	Cronbach's Alpha 值	项目数
感知消费者不确定性风险	信息甄选风险	0.735	2
	消费失误风险	0.738	2
感知商家不确定性风险	虚假产品风险	0.707	4
	信息沟通风险	0.714	4
	服务兑现风险	0.790	12
感知网站不确定性风险	服务便捷风险	0.702	3
	服务安全风险	0.798	4
决策迟疑	整体迟疑	0.701	2
	购买迟疑	0.707	2
总体信度		0.887	35

采用探索性因子分析方法对量表进行有效性检验，，其中，以 KMO 抽样适当性参数与 Bartlett 球形检验来判断是否能进行因子分析。分析结果如表 2 所示。

表 2 整体数据因子分析 KMO 和 Bartlett 的检验结果

指标	结果
Kaiser-Meyer-Olkin 度量	0.806
Bartlett的球形度检验近似卡方	2536.229

df	595
Sig.	0.000

结果显示 KMO 值为 0.806，大于 0.7；Bartlett 球度检验结果为 0.000，小于显著性水平 0.05，拒绝 Bartlett 检验的零假设，Bartlett 球型检验达到显著水平；因此，本研究具有较好的结构效度，适合进行因子分析。

运用 amos18.0 对量表进一步进行验证性因子分析，结果如表 3 所示。

表 3 结构方程模型拟合度指标

拟合指标	理想评价结果			本研究结果	拟合程度
	可以接受	好	非常好		
拟合优度指数（GFI）	（0.7，0.9）	>0.9	>0.95	0.801	可以接受
矫正拟合优度指数（AGFI）	（0.7，0.9）	>0.9	>0.95	0.758	可以接受
近似误差均方根（RMSEA）	好<0.1	非常好<0.05	非常出色<0.01	0.070	好
比较拟合指数（CFI）	（0.7，0.9）	>0.9	>0.95	0.805	可以接受
增量拟合指数（IFI）	（0.7，0.9）	>0.9	>0.95	0.810	可以接受
标准拟合指数（NFI）	（0.7，0.9）	>0.9	>0.95	0.708	可以接受
Tucker Lewis 指标（TLI）	（0.7，0.9）	>0.9	>0.95	0.780	可以接受

由表 3 可知，本模型各项拟合指数均达到了可以接受的水平，模型与数据拟合程度较高。

四、模型检验与结果分析

通过模型进行检验，结果如图 2 所示。

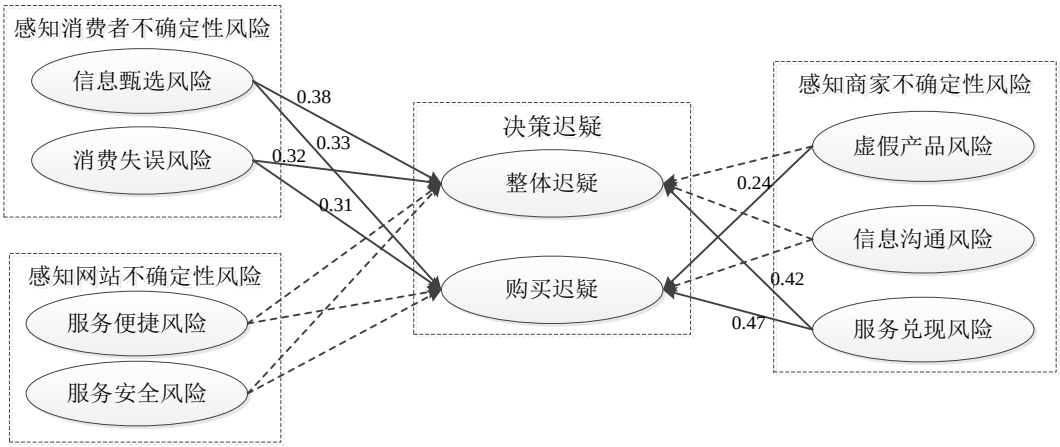

图 2 结构方程模型路径图

由图 2 可知信息甄选风险、消费失误风险及服务兑现风险对整体迟疑及购买迟疑均有显著性正向影响，而虚假产品风险只对购买迟疑具有显著性正向影响。信息沟通风险、服务便捷风险以及服务安全风险对整体迟疑及购买迟疑的影响不显著。

研究结论与展望

结果与讨论

本文在文献分析的基础上，构建消费者网络团购感知风险模型，探讨其对消费者决策迟疑的影响，运用问卷调查法对模型进行实证检验，结果如表 4 所示。

表 4 假设验证结果汇总

研究假设	验证结果
H1a：信息甄选风险对整体迟疑有显著正向影响	支持
H1b：信息甄选风险对购买迟疑有显著正向影响	支持
H1c：消费失误风险对整体迟疑有显著正向影响	支持
H1d：消费失误风险对购买迟疑有显著正向影响	支持
H2a：虚假产品风险对整体迟疑有显著正向影响	不支持
H2b：虚假产品风险对购买迟疑有显著正向影响	支持
H2c：信息沟通风险对整体迟疑有显著正向影响	不支持
H2d：信息沟通风险对购买迟疑有显著正向影响	不支持
H2e：服务兑现风险对整体迟疑有显著正向影响	支持
H2f：服务兑现风险对购买迟疑有显著正向影响	支持
H3a：服务便捷风险对整体迟疑有显著正向影响	不支持
H3b：服务便捷风险对购买迟疑有显著正向影响	不支持
H3c: 服务安全风险对整体迟疑有显著正向影响	不支持
H3d：服务安全风险对购买迟疑有显著正向影响	不支持

根据研究结果可知，感知消费者不确定性风险中的消费失误风险以及信息甄选风险对整体迟疑及购买迟疑均具有显著性正向影响，高海霞（2003）的研究也证实以往购买的经历（包括正面和负面）都会对当前购买阶段的消费者在做购买决策时产生显著影响。从现实的角度来看，人们往往会对自身因素所导致的团购失败印象特别深刻，由自身因素导致的失败会让消费者在以后的团购过程中会时常想起。因而团购企业应该重视消费者的用户行为特征，针对消费者在团购过程中可能出现的失误，制定人性化、合理化的有效防范措施，如针对消费者在信息甄选方面可能出现的失误，团购网站可以在关键信息处以加粗字体等方式进行特别标准，以引起消费者的注意；针对消费者消费失误方面的风险，团购企业可以通过建立人性化的服务平台来提醒消费者。如支付时团购信息再次确认、团券快到期时短信提醒服务等。

感知商家不确定性风险中的服务兑现风险对整体迟疑及购买迟疑均具有显著性正向影响，这与宋新华（2011）的研究结论一致；而虚假产品风险只对购买迟疑具有显著性正向影响，信息沟通风险对整体迟疑及购买迟疑的影响不显著。这与 Pavlou, Liang,and Xue（2007）的研究有所出入，在团购过程中，消费者对于商家的服务兑现能力始终比较关注，而对于虚假产品风险消费者只有在购买时才会比较关注。消费者网络团购的最终目的是获得物美价廉的产品或服务，这其中价格、优质的产品和服务是两个关键性指标，其中任何一个指标出现差错都会导致客户的流失，团购网站应该认真核查商家的信誉等信息，选择规范的商家进行合作，同时加强对商家的监管，杜绝虚假宣传以及以假乱真、以次充好等欺骗消费者行为，同时在消费者进行实际消费时，对于商家的消费歧视以及不承担售后服务等行为要严厉惩处。

感知网站不确定性风险对整体迟疑及购买迟疑的影响均不显著，这与 Balfour 等（1998）及周国龙（2011）的研究结论不同，究其原因，是由于目前网络团购市场进一步整合，形成了多头垄断的局面，现存团购网站已经通过支付宝及网上银行等解决了支付安全问题，其他服务也日益完善，消费者对于团购网站的信任度逐步提升。

研究局限与展望

首先，本研究样本范围有限，调查主要是在大学校园进行，样本覆盖范围不够广泛，代表性不是很强；其次，感知风险维度的划分不同学者具有不同划分并没有统一的观点，本研究采用了参与角色的分类方法，未来研究可以采用其他的分类方法对模型内的变量进行细化，可能更有助于分析网络团购决策迟疑现象。本文对决策迟疑的研究仅仅从决策迟疑导致放弃团购这一角度进行，而实际上，消费者决策迟疑会导致多种后果，如继续参加团购或者转向其他网站进行团购等这些都需要未来做更深入的研究。

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工作要求—资源模型视角下的营销人员管理研究

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摘要

工作要求-资源模型(JD-R)研究作为一个进入 21 世纪后悄然兴起的新型人力资源研究领域，日益受到理论研究者和实务工作者的关注。本文在梳理国内外相关文献的基础上,回顾了 JD-R 模型研究的兴起背景，阐述了该模型的内涵，探究了 JD-R 模型理论发展的几个主要阶段，在此基础上，分析了该模型相关的实证研究成果，最后，指出了现有研究存在的不足并对未来的研究提出展望，以期为国内学者的后续研究提供借鉴和启示。

关键词：工作要求-资源； 内涵；文献综述；未来展望

The work demands - resource model (JD - R) research as a after entering the 21st century emerging of new human resource research field, increasingly attention by theory researchers and practitioners. On the basis of combing related literature at home and abroad, this paper reviewed the JD - R model to study the rise of the background, this paper expounds the connotation of the model, and explores the JD - R model theory main stages of development, on this basis, the analysis of the model related empirical research results, and finally, points out the shortages of the existing research and puts forward prospect for future research, in order to provide reference and enlightenment for domestic scholar's follow-up study.

Key words: job requirements - resources; Connotation; Literature review; future expectations

工作要求-资源模型（Job Demands—Resources Model，以下简称 JD—R 模型）（Demerouti, Bakker, Nachreiner & Schaufeli, 2001；Schaufeli & Bakker, 2004; Bakker & Demerouti, 2007)于 2001 年被提出之后，因其简洁性、全面性和对现象的解释力得到广泛接受。在有关研究工作压力模型的诸多理论中，如付出-获得失衡模型（Effort -Reward Imbalance Model）（Siegrist, 1996;van Vegchel, de Jonge, Bosma, & Schaufeli, 2005)、个人环境配适模型（Person-Environment Fit Model ）(French, Kaplan, & Harrison, 1982)、需求-控制模型（Demand-Control

Model）(Karasek, 1979)等成为主导性的理论。国外对 JD—R 模型研究较早，经过多年的理论探索和实践发展，在数量与成果上都较为丰富。相对来说，国内对 JD-R 模型研究起步较晚，相关成果较少，现有的研究更多是对模型内容的介绍或结果的验证，对 JD-R 模型系统的研究更是缺乏，这势必会影响到 JD-R 模型在实践中的应用效果。鉴于此，本文在梳理国内外 JD-R 模型相关文献的基础上，对 JD-R 模型兴起的背景、内涵、理论和实证的研究进展等方面进行归纳，以期对中国背景下该理论的进一步深入研究有所裨益，为 JD-R 模型在实践中的应用提供指导。

1. JD-R 模型研究的缘起

1.1JD-R 模型提出的背景

1.1.1 社会历史背景

20 世纪 70 年代以来,西方世界出现了以滞涨经济为特点的结构性危机，开始进行企业的调整和改革。与此同时,对于工作场所民主化的关注也成为工会的关注重点,工作的全球化和复杂化的时代开始(Johnson,2008)。与此同时, 随着工业化大生产的发展，经济社会发展过程中出现的挑战、危机或专业化程度的提高, 给工作者带来了前所未有的压力,职业倦怠现象也逐渐进入研究者的视野(Angerer,2003),在这样的背景下, 对工作压力的研究逐渐成为热点,JD-R 模型应运而生。

1.1.2 学术研究背景

JD-R 模型的提出与对倦怠的研究开始。早期的研究者将倦怠看作助人行业工作者（如教师、护士、社会工作者等）因面临情绪和人际压力而体验到的一组负面综合症状(Maslach, Schaufeli, & Leiter, 2001)，然而，随后的研究发现倦怠现象也出现在非助人行业（Leiter & Schaufeli, 1996；Maslach & Leiter,1997；Bakker, Demerouti, &Schaufeli, 2002)。此外，在助人行业内，倦怠与工作超负荷、时间压力等工作要求的关系已得到证明(Cordes & Dougherty，1993; De Jonge & Schaufeli, 1998)，而倦怠与缺少社会支持、低工作控制等工作资源的关系也已被发现(De Jonge & Schaufeli, 1998; Leiter & Maslach,1988)。由此可知，倦怠并非仅存于助人行业，其起因也并非仅为情绪和人际要求，工作的其他特征也可能与倦怠密切相关。正是在这样的背景下，基于大量实证研究和理论探讨的基础上，Demerouti 于 1995 年在第五届欧洲组织心理学与卫生保健大会上论述了工作资源、工作要求及压力和倦怠的关系，并于 2001 年正式提出了工作倦怠的 JD－R 模型，随后的研究也验证了该模型在各种职业中的普适性。

1.2 JD-R 模型的概念

JD-R 模型用一种综合的、平衡的方法来阐释职业现象中有关健康的负面(如情感衰竭)和积极(如工作投入)方面的问题(Schaufeli 等,2009b),该模型的一个

核心假设认为：无论任何职业，工作要求会引发能量消耗的健康受损过程从而导致倦怠和健康问题，而工作资源引发激励过程从而导致高工作投入和卓越绩效（Schaufeli 等,2009b）。其中工作要求是“不得不做的事情”(Jones & Fletcher, 1996），有定量和定性之分，指在身体、心理、社会和组织层面上需要持续付出体力与心理努力或成本的工作因素（Schaufeli & Bakker，2004），如工作量、时间压力、角色冲突和物理环境等(Wright & Hobfoll, 2004)。尽管工作要求未必都是负面的，但如果员工需要付出极大努力才能达到要求而在精力长期得不到恢复的情况下就会导致职业倦态。工作资源是应对工作要求“必须要做的事情”（Hohfoll, 2002），指那些能够在身体、心理、社会和组织层面上降低工作要求所付出的体力和心理成本、从而达成工作目标、促进个体学习、发展、成长的工作因素（Demerouti, et al., 2001； Xanthopoulou，et al.,2007;Nahrgang, et al., 2011），因此，资源不仅在应对工作要求方面起外在动机的作用，而且也有内在激励员工的作用（Bakker & Demerouti, 2007; Hakanen et al., 2008）。Bakker 等（2003，2007）指出，工作资源存在于以下四个层面：组织层面，如薪酬、职业生涯机会和工作保障；人际和社会关系层面，如上级和同事的支持和团队环境；组织工作层面，如角色清晰性、参与决策制定；任务级别层面，如技能多样性、任务一致、任务重要性、自主性和绩效反馈。

JD-R 模型的第二个假设是在工作压力和激励下会产生两种潜在的心理过程：第一个心理过程是疲劳过程，指高工作要求会耗尽员工的精力及体力，因此导致员工的健康问题或倦怠；第二个心理过程是激励过程，工作资源具有潜在激励的功能，在促进员工工作投入、减少人际冷漠和创造高绩效方面发挥作用。同时 JD- R 模型认为工作要求和工作资源之间还存在交互作用,工作资源在工作要求和工作倦怠之间起缓冲作用，不同的工作资源发挥不同的作用，不同的工作要求需要不同工作资源的支持(Bakker, Demerouti & Euwema, 2005; Bakker et al., 2003b; Xanthopoulou et al., 2007b）。

1.3 JD-R 模型的理论基础

1.3.1 资源保存理论（Conservation of Resources Theory，COR）

资源保存理论（Hobfoll，1988）从资源的损失和收益角度解释了压力及耗竭过程（张燕，马剑虹，2006；Wright & Hobfoll，2004），为研究 JD-R 模型提供了一个重要的理论视角。COR 理论（Hobfoll，1988，1998，2001；Hobfoll & Freedy, 1993；傅红梅等，2008）认为：个体总是倾向于占有和累积资源，这些资源包括：个人认为那些物质的、个人特征的、条件的和能量的有价值的东西或者获得这些资源的方法，如：社会支持、工作发展机会、参与决策的程度、乐观的个性、自主性、回报等等。根据 COR 理论：只有拥有资源的个体才能获得更多地资源，从而导致资源的螺旋式增加，反之亦然。当个体遭受到由于外部环境导致的如个体资源损失、或感知受到威胁、或者他们投资的资源没有得

到预期的回报，个体就会感受到压力和情感衰竭（Hobfoll，1988），在这种情况下，就需要一些资源（如社会支持）作为一种激励作用阻止心理压力产生的结果（Halbesleben &Buchley,2004; Hobfoll, Freedy, Lane & Stokes,1988; Hobfoll，1989，1998，2001），该理论描述了资源在个体和社会环境之间交互作用的过程，为 JD-R 模型的提供了理论基础 。

1.3.2 要求一控制模型(Demand—Control model，DCM)

Karasek(1979)以大量有关职务再设计和员工压力的研究为基础提出了 DC 模型，从工作特征出发，对工作压力作出解释和预测。DC 模型认为：有两种工作特征会影响个体的职业健康，一个是“工作要求”, 即个体感知到的工作压力源；另一个是“工作控制”, 指个体感知到的控制自身工作和技能运用的水平（吴亮等，2010；Karasek & Theorell,1990; Theorell & Karasek,1996）。1988 年，Johnson & Hall 将社会支持(social support)加入该模型，从而使 DC 模型扩展为 DCS 模型。DC 模型包含两个基本假设：①压力假设: 即高要求－低控制, 预测高工作压力感；②缓冲假设: 即高要求－高控制，预测积极工作(Karasek, 1979)，DCS 模型中,社会支持和工作控制的作用类同 (Johnson & Hall, 1988),JD-R 模型正是在延伸和扩展此模型的基础上得以确立。

1.3.3 付出-获得失衡模型(Effort-Reward Imbalance，ERI)

1996 年，德国医学社会学家 Siegrist 正式提出了 ERI 模型，以社会交换理论为视角,从付出、获得和过度投入三个方面探讨了工作压力的形成机制和作用机理，解释了工作环境特征与员工健康之间的关系。ERI 模型认为：职业压力产生的原因来自于员工高工作付出和低职业获得之间的不平衡，而员工的过度投入加剧了两者之间的不平衡，从而导致了更多的健康抱怨（Peter，2002；Peter et al.,1998）。模型主要包括三个假设：①外部假设。高付出和低回报之间的失衡往往造成个体承受较大的工作压力；②内部假设。即使没有付出与获得之间没有失衡，个体的过度投入则容易产生较大的工作压力；③交互假设。交互假设指出过度投入与付出−获得失衡之间存在着交互效应。过度投入对付出−获得与工作压力之间的关系具有调节效应（Siegrist,1996，2005；罗玉越等，2011）。ERI 模型从社会交换的视角阐释了工作压力的产生机制,为我们提供了一个全新的降低工作压力、提高个人健康水平和组织生产率的思路：努力从薪酬、晋升前景、工作安全性方面增加给与员工的回报,并从工作任务量、工作时间等方面降低要求以增强员工付出与回报之间的平衡感。

正是在整合和扩展以上理论的基础上，Demerouti 等（2001）从一个全新的、宏观的角度概括了影响工作倦怠的因素，提出了 JD-R 模型。

1. JD-R 模型的理论研究及其进展

自 2001 年以来，JD－R 领域相继提出了三个较为系统的、具有影响力的理论模型。分别为早期的 JD－R 模型、修订版的 JD－R 模型、更新版的 JD－R 模型。

2.1 国外 JD-R 模型的理论研究进展

2.1.1 早期的 JD-R 模型

早期的 JD-R 两因素模型（图 1）提出了倦怠的发展遵循两个过程：过程一，员工在经历长期的、过多的工作要求而又不能得到充分的恢复时，就有可能带来持续的过劳状态，最终导致员工的情感衰竭；过程二，资源的缺乏阻碍了工作要求的满足和工作目标的达成， 根据 COR 理论，为阻止资源的进一步损耗，员工就会出现退缩行为，这种退缩行为的长期后果就是从工作中疏离。根据这个推理，相关的研究结果也证明了两因素的 JD-R 模型，即工作要求和情感衰竭相关，资源的缺乏则和工作疏离相关（Bakker, Demerouti & Euwema, 2005；Bakker, Demerouti & Verbeke, 2004；Bakker, Demerouti, Taris, Schaufeli & Schreurs, 2003； Demerouti et al.,2001； Hansen, Sverke & Näswall, 2009； Xanthopoulou et al., 2007）。

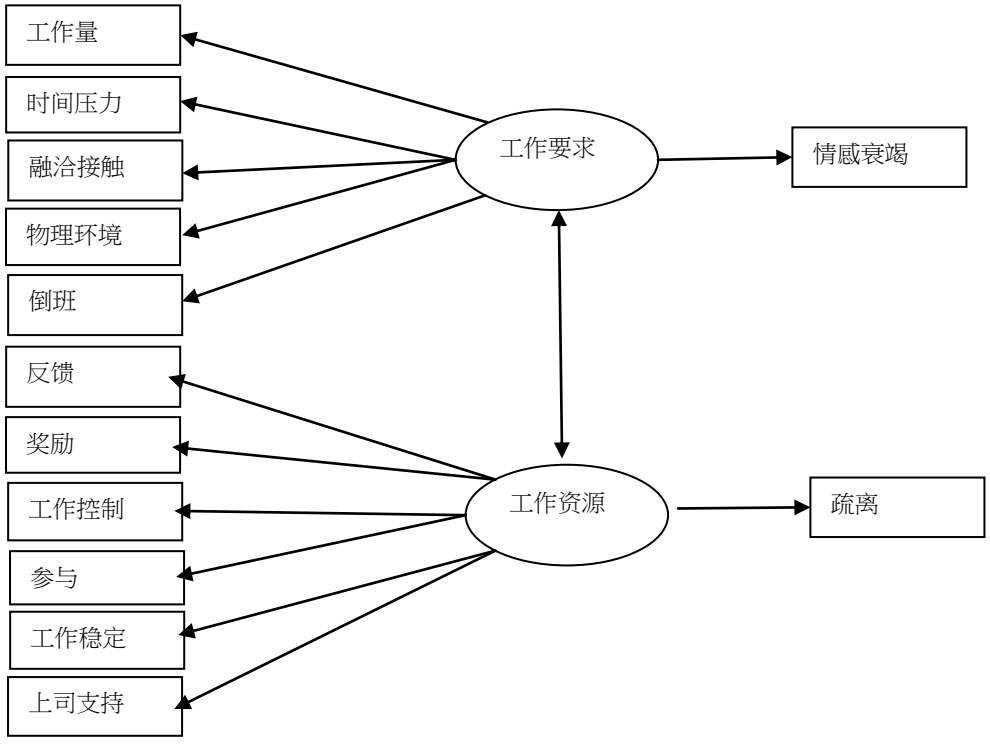


图 1： JD-R 的两因素模型

早期的 JD-R 模型除了阐释工作要求正向预测倦怠,工作资源负向预测倦怠

(Demerouti, Bakker, Nachreiner, & Schaufeli,2001)这些主效应之外，还说明了工作资源在工作要求与倦怠的关系中的缓冲作用(Bakker, Demerouti& Euwema, 2005；Bakker & Demerouti, 2007；吴亮，张迪，伍新春，2010)。其假设可归为:①在压力感和动机的发展过程中,有两个潜在的心理过程起作用。过程一，持续的工作要求可能耗尽员工的身心资源,并因此可能导致焦虑、精力耗竭、健康受损等问题, 带来低绩效及高离职率等不良组织结果；过程二与动机相关, 即工作资源具有动机潜能，能带来高工作投入,低水平犬儒主义,并引发高绩效、低离职率等结果；②工作资源可以缓冲工作要求对工作压力(如焦虑、倦怠等)的影响；③当工作要求很高时, 工作资源更能影响到工作者的动机(如工作投入、与工作相关的学习等), 并带来良好的组织结果。

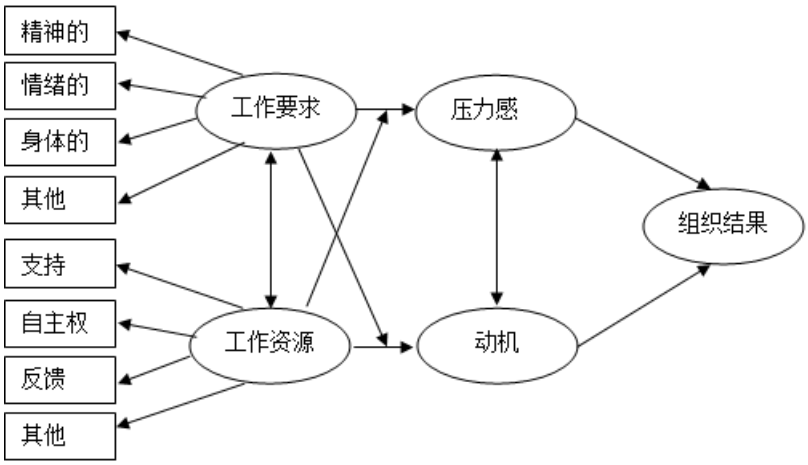


图2 工作要求一资源模型（Bakker&Demerouti,2007 ）

2.1.2 修订版的 JD－R 模型

Schaufeli 和 Bakker (2004)提出了修订版的 JD-R 模型（图 3），其内容主要包括两个过程。过程一，健康受损过程。该模型认为倦怠来自于高工作要求和低工作资源，倦态会导致如失望、心血管疾病或身心抱怨等健康问题，为避免精神资源的逐渐消耗，倦态就被用来调节或部分调节工作要求和员工健康和幸福之间的关系；过程二，激励过程。该过程一方面强调了工作资源在减少工作要求和促进目标达成方面所起的外部激励作用，充当了实现工作目标的工具，另一方面工作资源又有内部激励的作用，满足了人们如自治、相关性和胜任力的基本需要（Deci & Ryan,2000；Van den Broeck, Vansteenkiste, De Witte, & Lens, 2008）。在这两种情况下，工作资源通过工作目标的实现或基本需要的满足，对形成一个令人满意的、积极的和工作层面相关的心理状态起到激励作用，实现了良好的组织效果。

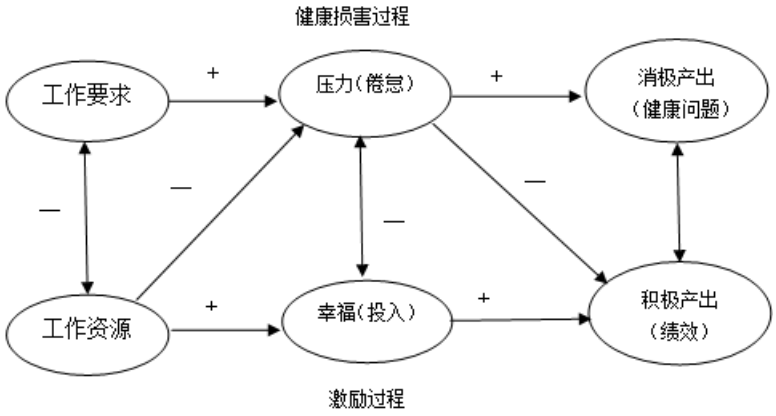


图 3：修订版的 JD-R 模型

2.1.3 更新版的 JD-R 模型（Elaborations and Refinements of the JD-R Model）

压力交易理论认为，个体倾向于根据压力对其健康的影响来评估压力，据此把压力分成挑战型和威胁型（Lazarus & Folkman,1984），更进一步的研究把压力分成两个要素：挑战型压力源与阻碍型压力源（Cavanaugh,Boswell,Roehling & Boudreau,2000）。Crawford 等（2010）在以上研究的基础上，保持原 JD-R 模型中工作资源要素不变的前提下，把工作要求分为两类：挑战型和阻碍型。其中，挑战型被认为有利于个体提高工作掌控、个人成长或未来增益的工作要求，如高工作负荷、时间压力及工作责任的增加等。阻碍型则被认为潜在的具有阻止个体成长、学习及目标达成的工作要求，如组织政治、角色冲突及日常琐事等。在实践中，挑战型工作要求被个体认为是一个提高自己职业技能和成长的潜在机会，因而能调动员工的积极情感和主动的工作投入，员工不会把它当作是工作压力，相反会把它视为一种资源来激励自己有效地完成工作，而阻碍型的工作要求则与之相反（Zablah et al.,2012）。基于此，挑战型工作要求由于具有资源的特质和工作投入正相关，而阻碍型工作要求则和投入负相关（Crawford，et al.,2010；Podsakoff, et al.,2007；Van den Broeck，et al., 2010），从而使这种包含差异化的工作要求的 JD-R 模型区别于以往的 JD-R 模型，推动了该模型的进一步发展。

2.2 国内 JD-R 模型理论的研究进展

通过文献查阅可知，我国对 JD-R 模型的理论研究起步较晚，能查到的最早的对此方面研究始于鞠鑫和邵来成（2004）的文献综述。研究内容既有对国外研究的综述和比较（鞠鑫和邵来成，2004；杨红明和廖建桥，2009；张继良和许庆华，2009；傅红梅等，2008；吴亮，2010），有对国内特定行业群体的对策建议研究（鞠鑫，2009；鞠鑫，赵崇莲，2009；张春雨等，2010；房巧玲，王晓丽，2013），也有对国外量表的修订或修编，如张建明（2012）基于文献分析，根据 JD－R 理论模型，编制了既符合我国社会文化背景，又能体现高校辅

导员工作特征的 JD－R 问卷，还有对 JD－R 模型作用机制的研究（张永旺,2012；周帆、刘大伟，2013）。

总体来说，国内关于 JD-R 模型的研究起步较晚，所取得的研究成果相对较少，且大多数以文献回顾和理论分析为主，仅有较少的研究采用了案例研究和定量的实证研究方法。鉴于此，JD-R 模型的研究在我国还有着较广泛的研究前景，应在适当借鉴西方理论体系和分析方法的同时，逐渐建立起适合我国国情的情境化研究以指导我国的管理实践。

2. 与模型相关的实证研究

自 JD-R 模型提出以来，研究者们开展了大量相关研究，以验证模型的有效性和可推广性。通过文献研究，其主要研究成果可以归纳为与模型相关的结果变量和中介、调节变量的研究。

3.1 国外与模型相关的主要实证研究

3.1.1 国外与模型相关的前因变量的研究

有关 JD-R 模型前因变量的研究为数不多，Hall，Dollard & Coward（2010）、Idris 等（2011）、Idris, Dollard, & Windfield（2011）、周帆和刘大伟（2013）的研究发现：心理社会安全氛围(Psychosocial safety climate,简称 PSC)水平高低可以构成影响组织职位设计中具体职位特征的重要前因变量，进而构成导致员工工作压力和心理健康问题“原因的原因”，可以作为前因变量作用于 JD-R 模型。相关的实证验证了 PSC 影响工作要求和工作资源，而工作要求和工作资源作为中介变量阐释 PSC 影响员工职业倦怠和心理健康等结果变量的过程机制(Dollard & McTernan, 2011; Idris & Dollard, 2011; Idris, Dollard, & Winefield, 2011; Law 等，2011)。

3.1.2 国外与模型相关的结果变量的研究

JD-R 模型的众多实证研究中，对于结果变量的研究可以分为个体和组织两个层面，而个体又可以分为生理、心理和行为三个方面。

（1）个体生理方面。Schaufeli & Bakker（2004）用结构方程模型得出了 JD-R 模型中的高工作要求通过倦怠影响个体的身体健康，如头痛、心血管疾病及胃痛等问题；Hakanen，Bakker & Schaufeli（2006）通过对芬兰教师的实证研究发现：工作要求（学生的不良行为，工作量及工作环境）通过倦怠导致教师的身体欠佳。

（2）个体心理方面。个体心理健康在作为 JD-R 模型结果变量主要是工作倦怠问题。研究者们通常采用 Maslach 等人开发的职业倦怠问卷（Maslach Burnout Inventory,简称 MBI），主要从情绪衰竭、去人性化和职业成就感降低三个角度对职业倦怠进行概念化操作，同时对有关压力的变量也进行了阐述，现有的研究设计有横断和纵贯两个方面。横断层面， Bakker、Demerouti、Taris、

Schaufeli &Schreurs（2003）对四个家庭护理组织的研究结果发现：JD-R 模型中的工作要求和情绪衰竭正相关，而工作资源和去人性化负相关及职业效能正相关；Bakker、Demerouti & Euwema（2005）的研究结果也有相同的发现；Xanthopoulou、Bakker、Dollard & Metzer (2007)验证了工作要求通过倦怠对个体的健康问题如沮丧、压力和幸福产生影响。纵贯层面，Hakanen，Schaufeli & Ahola(2008)三年的滞后研究指出：工作需求通过倦怠预测未来的沮丧；Hakanen，Bakker & Jokisaari（2011）长达 35 年的追踪调查结果表明：和工作相关的资源可以使员工免于工作倦怠（情绪衰竭、去个性化和职业成就感降低）； Tims，Bakker & Derks（2013）的调查发现：员工的工作形塑对员工的幸福（工作满意及降低倦怠）有积极影响； Brauchli 等（2013）、Boyd 等(2011)及 Dollard & Bakker(2010)的研究也验证了 JD-R 模型对员工心理压力及倦怠的影响。

（3）个体行为方面。JD-R 模型所导致的个体行为作为结果变量主要是指与个人所在组织工作相关的，如缺勤、离职、投入、安全行为等，其研究设计也有横断和纵贯两个方面。在缺勤方面，Bakker，Demerouti & Schaufeli（2003a）指出：工作要求和员工的病假正相关；Bakker，Demerouti，de Boer & Schaufeli（2003b）研究发现：工作要求和工作资源对员工的缺勤时间和缺勤频率都有预测作用；在离职倾向方面，Schaufeli & Bakker（2004）的研究证明：工作要求和员工的离职倾向正相关；Bakker，Demerouti & Schaufeli（2003a）则指出工作资源和离职倾向负相关，Lewig，Xanthopoulou，Bakker，Dollard & Metzer（2007）支持了这一论证；在员工工作投入方面，Hakanen，Bakker & Demerouti （2005）、Bakker，Hakanen，Demerouti & Xanthopoulou（2007）的调研结果证明了工作资源对工作投入对预测作用；安全行为方面，Chen & Chen（2014）的结论为：工作要求和安全行为负相关，而工作资源则与之正相关。Schaufeli，Bakker & van Rhenen（2009）、Brauchli，Schaufeli，Jenny，Füllemann & Bauer（2013）等采用纵向的设计证明了工作要求、工作资源对工作投入的预测作用；Inou 等（2013）则从纵向研究证明了工作资源和缺勤负相关。

(4) 组织层面的结果变量。在组织承诺方面，Llorens，Bakker，Schaufeli & Salanova（2006）的研究结果证明了高工作要求导致低工作承诺，工作资源引起高组织承诺；Hakanen，Bakker& Schaufeli（2006）对芬兰教师研究的结果指出：工作要求和组织承诺负相关，这一结果也可以复制到中国的蓝领工人(Hu，Schaufeli & Taris,2011）和中国家族企业的工人(Hu & Schaufeli,2011)；在工作投入方面，Bakker，Hakanen，Demerouti & Xanthopoulou（2007）验证了工作资源在提高工作投入的作用；工作绩效方面，Bakker，Demerouti & Verbeke（2004）的研究指出工作资源则对角色外绩效有重要的预测作用，Bakker，Van

Emmerik & Van Riet (2008)、Chen & Kao（2012）的研究也得到了同样的结果；在工作安全方面，Li，Jiang，Yao & Li（2013）、Nahrgang & Morgeson（2011）和 Hansez & Chmiel（2010）的研究发现工作资源和工作要求和安全产出相关。

另外，在研究设计上，除横断和纵贯之外，对 JD-R 模型的研究又出现了一种新的日记式研究，通过每天层面上的工作资源或工作要求的变化观察对员工工作投入或绩效的影响，为 JD-R 模型的研究提供了一种动态的视角。

大量的实证研究利用 JD-R 模型的提出而展开。在研究层面上，从最初的仅仅关注个体层面上的倦怠，逐渐发展为更为广泛的个体层面上的结果变量，并且组织层面上的结果变量也开始被 JD-R 模型关注；在研究设计上，从横断研究和纵贯研究到最近的日记式研究，JD-R 模型与主要结果变量研究如表 1 所示。

表 1 JD-R 模型与主要结果变量研究总结

自变量		结果变量		研究设计	主要研究结论	主要研究者代表
工作要求,工作资源	个体层面	生理	身体健康指标	横断	工作要求和个体的身体健康不佳	Schaufeli & Bakker(2004); Hakanen, Bakker&Schaufeli（2006）; van Vegchel & de Jonge (2005); Beer & Rothmann (2012）; Huynh，Metzer & Winefield （2011）
		心理	倦怠	横断	工作要求和情绪衰竭正相关;工作资源和去人性化负相关及职业效能正相关	Bakker、Demerouti、Taris、Schaufeli &Schreurs（2003）; Bakker、Demerouti & Euwema（2005）; Van Ruysseveldt、Verboon & Smulders（2011）
			心理健康	横断	工作要求对个体的沮丧、压力和幸福有影响	Xanthopoulou、Bakker、Dollard & Metzer(2007)
			倦怠	纵贯	工作资源和倦怠负相关	Hakanen，Schaufeli & Ahola(2008)；Hakanen，Bakker & Jokisaari（2011）；Tims，Bakker &

						Derks（2013）；Dollard & Bakker(2010)；Boyd 等(2011)；Brauchli 等（2013）
		行为	缺勤	横断	工作要求和员工的病假正相关	Bakker，Demerouti & Schaufeli（2003a）；Bakker，Demerouti，de Boer & Schaufeli（2003b）；Lewig，Xanthopoulou，Bakker，Dollard & Metzer （2007）
			离职倾向	横断	工作资源和员工的离职倾向负相关	Bakker，Demerouti & Schaufeli（2003a）；Schaufeli & Bakker（2004）Lewig，Xanthopoulou，Bakker，Dollard & Metzer（2007）
			投入	横断	工作资源和员工的投入正相关	Hakanen，Bakker & Demerouti（2005）；Bakker，Hakanen，Demerouti & Xanthopoulou （2007）
			安全	横断	工作要求和安全行为负相关，而工作资源则与之正相关	Chen & Chen（2014）
			投入	纵贯	工作资源和员工的投入正相关	Schaufeli，Bakker & van Rhenen（2009）；Brauchli，Schaufeli，Jenny，Füllemann & Bauer（2013）
			缺勤	纵贯	工作资源和缺勤负相关	Schaufeli，Bakker & van Rhenen（2009）Inou 等 2013
	组织层面	组织承诺		横断	工作要求和组织承诺负相关，工作资源与之正相关	Llorens，Bakker，Schaufeli & Salanova（2006）；Hakanen，Bakker& Schaufeli（2006）；Hu，Schaufeli & Taris（2011）；Hu & Schaufeli（2011）

		工作投入	横断	工作资源和工作投入正相关	Bakker，Hakanen，Demerouti & Xanthopoulou（2007）
		工作绩效	横断	工作资源和角色外绩效正相关	Bakker，Demerouti & Verbeke（2004） Bakker，Van Emmerik & Van Riet (2008) Chen & Kao（2012）
		离职倾向	横断	工作资源和离职倾向负相关	Hu & Schaufeli（2011）； Hu，Schaufeli & Taris （2011）
		安全行为	横断	工作要求和工作资源影响员工的安全遵守	Li，Jiang，Yao & Li（2013） Nahrgang & Morgeson（2011） Hansez & Chmiel（2010）
		组织承诺	纵贯	工作资源和组织承诺正相关	Hakanen，Schaufeli & Ahola（2008）；Boyd 等（2011）
	个体层面	投入	日记式	工作要求和投入负相关，工作资源与之正相关	Kühnel ,Sonnentag & Bledow(2012)； Xanthopoulou，Bakker，Demerout & Schaufeli（2009）
		角色内绩效	日记式	工作资源和角色内绩效正相关	Xanthopoulou，Heuven，Demerouti，Bakker & Schaufeli（2008）

3.1.3 国外与模型相关的中介、调节变量的研究

从现有的文献来看，JD－R 模型中的工作要求和工作资源作为一些变量间的中介作用主要是指个人资源在变量中的作用。

(1)个人资源作为中介变量的研究

Xanthopoulou，Bakker，Demerouti & Schaufeli（2007）发现个人资源（自我效能、乐观和组织自尊）部分中介工作资源和工作投入之间的正向关系，Vink，Ouweneel & Le Blanc（2011）的研究也得到了相同的结果，其个人资源（自我效能、乐观、希望和心理弹性）构成了心理资本的概念；Van den Broeck，Vansteenkiste，De Witte & Lens（2008）报告了基本心理需求的满足

（胜任、自治和归属感）中介了工作要求和倦怠、工作资源和活力、工作资源和倦怠之间的关系。这些结果也得到了纵贯研究的证实，Llorens, Schaufeli, Bakker, & Salanova（2007）用实验的方法发现了效能信念中介了任务资源和投入之间的关系；Simbula, Guglielmi, & Schaufeli（2011）用澳大利亚教师做样本的研究支持了这样的结果：工作资源和自我效能通过时间间隔影响工作投入；同 Xanthopoulou， Bakker，Demerouti & Schaufeli（2009）的研究结果一样，以下的研究也为这种互惠关系提供了证明。Llorens，Schaufeli，Bakker & Salanova（2007）研究证明投入增加效能信念，而随时间的流逝它也和任务资源有关；Simbula，Guglielmi & Schaufeli （2011）的研究发现随时间的流逝，投入和更高层次的自我效能感有关。

同样，工作要求和工作资源还会对变量间的相关关系产生影响，个人资源的定义意味着它们可以缓解工作要求对倦怠的负面影响以及加强工作资源对投入的正面影响，这种推理在一个具有代表性的荷兰员工的样本中得到了支持，研究表明：内在工作动机强化了学习机会对衰竭的负面影响，增加了工作自治对工作投入的积极效果（(Van den Broeck, Van Ruysseveldt, Smulders, & De Witte, 2011）。而且，Brenninkmeijer, Demerouti, Le Blanc &Van Emmerik (2010)发现工作量和人际冲突对衰竭的不利影响较那些拥有一个强大的防御聚焦（prevention focus）的员工(关心义务和责任)更显著。Dollard，Tuckey & Dormann（2011）Dollard & Bakker（2010）验证了 PSC、工作要求、工作资源三要素交互作用模型，进一步支持了 PSC 作为调节变量作用于 JD-R 模型的假设。

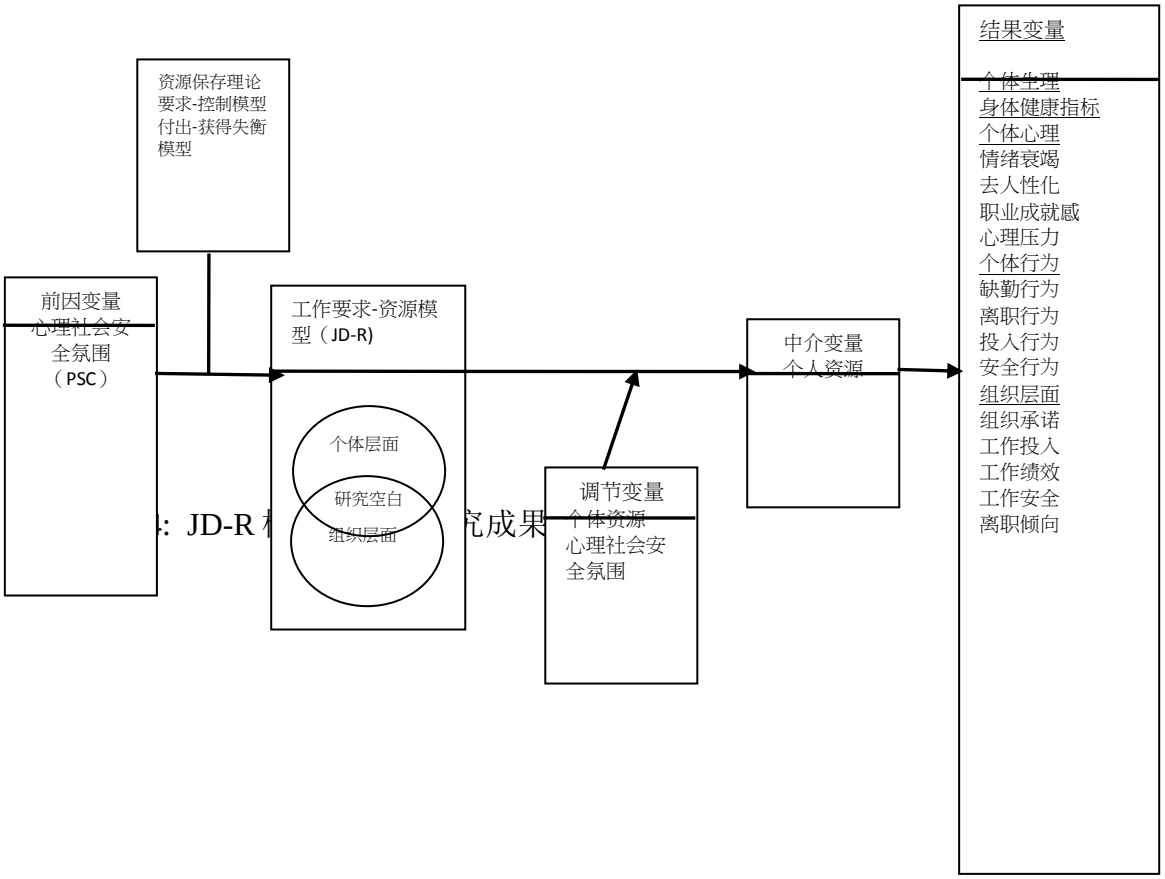
3.2 国内与模型相关的主要实证研究

国内对 JD－R 模型的研究已有将近 10 年历史，从研究对象来看，不仅涉及教师、警察等个体层次，还上升到组织层次等，从研究方法来看，采用的方法越来越丰富，多角度多方法的研究为 JD－R 模型概念的理解提供了有力支撑，大量具有中国情景的研究成果不仅从理论上丰富了对该模型研究内容，也为中国本土人力资源实践提供了指导，总体来看，国内对 JD－R 模型的主要实证研究取得了以下进展。

张姝玥，许燕，蒋奖（2006）通过网上问卷对 4855 名警察进行调研，探讨工作倦怠及其与工作要求、工作资源和身心健康的关系，结论为：工作要求和缺少工作资源引起警察的工作倦怠，而工作倦怠又会导致个体身心健康问题以及离职意向，郭淑梅、刘兵（2012）在饭店行业也得到了相同的结论。鞠鑫（2007）采用问卷调查法，对广州增城中学 28 位高中教师就工作满意感、职业倦怠感进行了访谈，提出了中国教师职业倦怠的 JD-R 模型：工作要求对情感衰竭和去人格化维度有显著的影响，工作资源对职业倦怠的三个维度情感衰竭、去人格化和失效感均有比较显著的影响作用，这一研究的结果同样也可以复制到对煤矿矿工的研究（李乃文、王晓芳 2009），对高校心理咨询师的研究（鞠

鑫 2010）；赵简等（2013）则选取 253 名已婚全职员工为研究对象，结果发现：工作要求与工作家庭双向冲突均呈显著正相关，工作资源与工作家庭双向冲突均呈显著负相关，与工作家庭双向促进均呈显著正相关，心理资本在工作资源与工作家庭关系间起完全中介作用。

通过上述梳理与总结，本文对国内外 JD－R 模型理论及研究进展进行了系统的分析和考察，结合上述理论和研究, 其主要研究及内在逻辑可如图 4 所示。



4: JD-R 模 究成果

3. 研究不足及未来展望

尽管 JD-R 模型日臻完善, 但仍然存在一些问题尚未得到有效说明,需要在未来的研究中得到进一步讨论。

4.1 对 JD-R 模型的再认识。

JD-R 模型是一个开放、探索式模型，模型中的构成要素根据不同的研究设计可以用多种不同的概念来表示，这种事实在增加模型弹性的同时也限制了模型的普适性。另外，除了对工作要求和工作资源进行定义之外，模型并没有提供任何的心理学的解释，只是说明了哪种工作和个人特征导致了什么样的心理状态和产出，并没说明为什么是这样，这种解释力的缺乏很容易被其它理论在对该模型完善的基础上所利用或取代。因此，未来的研究中，一些心理学的理论应用来解释 JD-R 模型假设中潜在的心理过程。

4.2 模型中要素的测量问题。

关于测量，首要的问题就是在推进 JD-R 模型发展过程中如何操作化构成模型的不同要素。具体来说，是开发一个包括不同工作要求、工作资源、健康、激励的指标和产出还是用不同的工具来验证模型？第一个选择就是提供一个包括不同组成部分的普适性的方法，研究者在每一项特定的研究中根据工种选择测量的维度；第二种选择是在不同的研究中用不同的要素来测量 JD-R 模型中的变量，较之第一种方法的高适应性特点，第二种方法则具有弹性的优势，而且，当模型的假设被不同的测量方法验证时，模型的有效性都会得以强调。随着模型的普及，将来的研究者们将会面对更多的困境，答案可能就在以上两种选择之间。

4.3 个人资源的作用。

由于个人资源在工作特征与健康之间有连接作用，因此，在 JD-R 模型中，个人资源既可以作为中介变量，也可以作为调节变量，现有的研究也验证了被概念化的个人资源在模型中的作用，但目前的 JD-R 模型并没有把个人资源整合进来，所以将来的研究应该检验是否个人资源与工作环境之间复杂的交互作用可以采取工作要求、工作资源和个人资源三方交互的形式，以使个人资源符合工作要求和工作资源之间的双向互动。

4.4 健康受损过程和激励过程之间的区分和结合。

JD-R 模型表明健康受损过程和激励过程是相互独立的，事实上他们代表了一枚硬币的两个方面。也就是说，当健康和幸福恶化时，动机也会减少，反之亦然。这意味为了了解一个过程，另外一个过程也必须考虑，表述可以分开，但研究的时候必须要把他们结合起来，然而现在尤其是激励过程孤立地研究，从而使工作要求和倦怠相应地被忽略，将来的研究要承认工作要求对工作投入的直接和间接影响。

4.5 日记式研究。

大多数 JD-R 模型研究采用群体间的设计, 也就是基于员工之间的差异进行评估, 强调了员工对工作、健康及绩效等常见反应的不同。然而，同样重要的是要考虑工作条件和他们的反应可能在每天都会有所变化（Butler, Grzywacz, Bass & Linney, 2005; Simbula, 2010），2010 年以来，研究者采用日记式研究的方式调研了在某段时间内员工内部与工作特征、心理状态和产出发展之间的关系，用实证的方式验证了模型的动态属性，但也有实证的结果发现模型中变量的作用会由于长期和短期的区别导致结果的大相径庭，因此，未来的研究在模型的情境化中澄清这些差异就显得非常必要。

4.6JD-R 模型中多层次构念的整合。

组织是一个由不同的结构、功能和多层次构成的复杂系统，因此，研究组

织的学者会通过多层次的分析来概念化不同层次的构念，这样有利于学者捕捉到组织现象的复杂性和开发出更多复杂的理论模型。但长期以来，对 JD-R 模型的研究主要基于个体层面，由于相同的构念在不同的层面可能有不同的功能，由此，对 JD-R 模型将来的研究应更多从团队和组织层面来概念化相关构念，用相应的集体量表来解释这些集体的认知和经验。

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在线品牌社群形成机理研究：基于网络志的扎根理论方法

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摘要

在线品牌社群的影响因素和作用效果已有很多研究，但关于在线品牌社群形成机理的研究非常少。本文运用网络志和扎根理论方法，利用多案例研究法的思路，从社群成员角度切入，探索新奇军在线品牌社群中社会关系的形成过程。研究发现，在线品牌社群的形成过程中有四个关键节点，即成员互动、成员关系、社群价值、社群关系，并基于这四个构念构建了一个在线品牌社群形成机理模型。研究结论不仅丰富了在线品牌社群理论体系，而且指导了在线品牌社群管理实践。

关键词：在线品牌社群；形成机理；网络志；扎根理论

引言

品牌社群是建立在使用某一品牌的消费者间的一整套社会关系基础上的、一种专门化的、非地理意义上的社区（Muniz and O'Guinn,2001)。近十几年来，由于品牌社群提供了一个企业与消费者、消费者与消费者之间的交流空间，因此被企业视为维系顾客关系的重要手段（Carlson, Suter and Brown，2008），从而成为品牌研究领域的热点课题(e.g., McAlexander，Schouten and Koeing，2002；Bagozzi and Dholakia，2006；Hickman and Ward，2007；Chan and Li,2010; Zhou,Zhang,Su and Zhou,2012)。同时，随着互联网带来的交流便利性，品牌社群在互联网上得以蓬勃发展，形成了数以万计的在线品牌社群（online brand community）。

扫描相关文献可知，品牌社群的研究主要聚焦在影响因素和作用结果等方面。在影响因素研究方面，学者关注了社群参与动机（e.g., Kang et al., 2014; Madupu and Cooley,2010）、社群认同的影响因素（McAlexander，Schouten and Koeing，2002）、社群忠诚的影响因素（Woisetschläger, Evanschitzky, and Holzmüller, 2008）、社群承诺的影响因素（Mathwick et al., 2008）等等；在作用结果研究方面，学者们主要关注品牌社群关系对品牌关系的影响，如社群满意的作用（Woisetschläger, Evanschitzky, and Holzmüller, 2008）、社群认同的作用（Algesheimer,Borle and Dholakia, 2010；周志民和郑雅琴，2011）、社群承诺的作用（Bateman,Gray, and Butler,2011; Zhou et al., 2013）、社群依恋的作用（Lee et al., 2011）、社群体验的作用（沙振权、蒋雨薇和温飞，2010；王阳、王海忠

和王静一，2010）、社群凝聚力的作用（周志民和吴群华，2013）等。这些研究丰富了品牌社群的理论体系，而且也对品牌社群管理实践提出了建议。

尽管如此，目前的文献对在线品牌社群形成过程的描述及其深层次内在机制的剖析还很不足够。观察发现，一些在线品牌社群（如苹果的威锋网）不仅社群成员人数众多，而且非常活跃，而一些在线品牌社群（如李宁互动社区）却缺乏人气。为何不同的在线品牌社群会有如此差距？从系统论的角度，如果把成员社群参与看成“输入”，成员品牌关系看成“输出”，那么在线品牌社群就是一个“黑箱”，这个“黑箱”的演变和运作机理是怎样的？从理论上讲，这一问题将探究成员在在线品牌社群里面的心理与行为变化以及关系的形成，有助于分析在线品牌社群的成败原因，解释成员品牌关系的由来；在实践上，对形成机理的研究将有利于社群管理者更好地为成员提供环境和条件，从而改进社群关系，提升品牌关系。

基于此，本文旨在探究在线品牌社群的形成机理，重点关注成员在在线品牌社群当中的行为和关系。为了更好地对社群形成过程进行描述，本文采用定性方法进行研究。首先选择奇瑞汽车的在线品牌社群“新奇军”作为研究对象，通过网络志方法对多名成员的网上帖子进行分析，利用扎根理论方法归纳出在线品牌社群形成过程中的关键环节及具体内容，最终构建了在线品牌社群形成机理模型。

一、文献回顾

（一）在线品牌社群的概念

关于在线品牌社群的定义，多数学者将在线品牌社群看作是传统品牌社群在网络空间中的表现形式，以这种视角去界定在线品牌社群的学者有Kozinets(2002)、Abdelmajid 和 Lionel(2004)、Algesheimer 等(2005)、Jang 等(2008)等。这些学者以传统的品牌社群定义为基础，对在线品牌社群进行界定，他们普遍认为在线品牌社群就是以网络为主要沟通媒介的品牌社群，成员间通过网络进行交流互动，并形成社会关系。

综合各位学者的观点，可以发现一个在线品牌社群需要具备的三个条件：(1)以某一特定品牌为成员间的关联基础；(2)以网络为成员间互动交流的主要媒介；(3)成员间进行的交流互动，并形成社会关系。在满足上述三个条件的基础上，本研究将在线品牌社群定义为：某一特定品牌的爱好者以品牌为关联基础，在网络空间中聚集而形成的群体，群体成员间以网络为交流互动的主要媒介，并在该群体中形成一整套社会关系。

(二)在线品牌社群的参与动机

在线品牌社群参与动机是现有研究的一个重要方向。Dholakia et al.(2004)认

为个体层面上成员参与在线社群是基于六种动机，即信息性动机、工具性动机、自我发现动机、维持人际关系动机、炫耀性动机、娱乐性动机。Madupu 和 Cooley(2010)认为消费者参与在线品牌社群的驱动力有自我发现、社会整合、社交、娱乐等动机。Kang 等(2014)的研究结果显示，为了获得功能利益、社会心理利益、享乐利益和经济利益，社群成员会积极地参与社群活动。国内学者对消费者参与在线品牌社群的动机也进行了积极探索。金立印(2007)通过实证分析后发现，消费者参与在线品牌社群的主要动因是获取财务价值、社交价值、信息价值、形象价值和娱乐价值。朱国玮和杨玲(2010)通过扎根理论研究后发现，在线品牌社群成员基于财务价值、社交价值、形象价值和服务价值这四种价值需求参与在线品牌社群，只有当成员所追求的价值能够在社群中得到满足时，社群成员才会有继续留在社群的意愿。绝大多数文献都是研究社群注册成员的参与动机，还有一些文献另辟蹊径，研究了较为独特的社群对象。例如，Shang 等(2006)通过研究苹果电脑在线社群成员的行为后发现，论坛中“潜水员”（指只看帖不发帖的人）参与论坛的主要目的是获取品牌产品功能、性能等方面的信息，而这些信息主要来源于积极的论坛参与者“灌水员”（指大量发帖的人）；Zhou 等(2013)研究发现，社群访客（指没有注册为会员的社群旁观者，没有发帖的权限，但可看帖）通过看帖行为能够获得信息价值和感知社会价值，从而影响其参与在线社群的意愿。

由上文献回顾可知，尽管学者们使用不同的方法研究了在线品牌社群的参与动机，但得到的结论却是大同小异，即成员参与在线品牌社群的主要动机是想获得财务价值、社交价值、信息价值、形象价值和娱乐价值。

（三）在线品牌社群参与的影响因素

Roberts（1998）认为社群归属感是在线品牌社群存在的一个关键因素，如果社群令会员有强烈的归属感，那么成员会花更多的时间，付出更多的努力参与在线社群活动。多个学者研究发现，消费者对在线品牌社群的认同会影响其参与社群的意愿和行为（Dholakia，Bagozzi and Pearo,2004; Woisetschläger, Evanschitzky and Holzmüller,2008; Calson, Suter and Brown,2008; Shih，Hu and Farn,2010; Zhou, 2011)。此外，社群满意（Woisetschläger et al.,2008）、成员影响力（Woisetschläger et al.,2008）、群体规范（Zhou,2011）等都对消费者参与社群的意愿有促进作用。Casaló等(2013)认为感知相似性、感知互惠性、整合度以及满意度都会影响成员的参与意愿。Chang,Heish 和 Lim（2013）从人格特质的角度出发，发现不同的人格特质一定程度上会影响成员对在线品牌社群中信息的接受和传递，并指出成员对在线社群的认同以及自身的价值意识是成员在社群中参与信息传递的两个主要因素。在该方面国内学者也做了大量研究。李巍和陆林（2010）的研究表明，消费者的社群认同、社群满意、社群信任、社群沟通对消费者的参与有重要作用。周志民和吴群华（2013）从在线品牌社群凝聚

力的视角展开研究，发现在线品牌社群的人际吸引力和社群归属感会影响社群的参与度和忠诚度。

（四）在线品牌社群的形成过程研究

描述在线品牌社群形成过程的文献还不多。一些文献如：Abdelmajid 和 Lionel(2004)将在线品牌社群的形成分为物质层面的空间形成和精神层面的归属感形成；Schau, Muniz 和 Arnould(2009)提出在线品牌社群当中有 12 种实践活动有利于社群集体价值的创造，具体可归为四大类别，即社交网络、印象管理、消费者浸入（consumer engagement）和品牌使用；周志民（2005）以顾客让渡价值、顾客满意度、顾客忠诚度作为理论基础，提出一个品牌社群形成机理模型；畅榕(2007)则将在线品牌社群的形成划分为三个阶段，即聚集空间的形成阶段、沟通空间形成阶段、品牌社群的形成阶段，其中品牌社群的形成阶段是指社群成员之间逐渐形成了复杂的社会网络，成员之间的认同感增强。

（五）本研究切入点

关于在线品牌社群的形成研究，目前多是从某个视角出发，研究在线品牌社群参与、认同、承诺等概念的前置因素，而缺乏一个更为全面和系统的全过程模型。相比之下，Schau 等人提出的模型算是较为全面，但即使如此，也仅仅是从社会实践的理论角度进行了研究，缺乏一些社群成员的心理变量。有鉴于此，本文将更为全面和系统地探究在线品牌社群的形成过程。

二、研究方法

（一）组合式定性研究方法

本研究采用了组合式的定性研究方法，即网络志、扎根理论和案例法相结合。

Kozinets(2001)提出了将传统民族志研究法（如面对面访谈、田野旅行）和新的在线调研法（如在线即时访谈，在线观察法、E-MAIL 访问等）结合在一起的思想，进而形成了一种适合网络研究对象的网络志（Netnography）研究方法。该方法能够在网上收集到大量第一手资料，节省时间和研究费用，资料相对容易获得，并且不会干扰样本。本研究采用网络志中的在线观察法和在线参与观察法作为资料收集的主要方法，收集的资料为新奇军论坛中被选定的研究对象在社群论坛中所发的主题帖，因为帖子内容对所有社群成员都是公开的，不会涉及到研究对象的隐私问题，采用在线观察法和在线参与观察法也不会对研究环境造成人为干扰。这些主题贴必须有实质性的内容，在资料收集时要剔除那些没有实质性内容的水贴，例如“沙发自己坐”、“抢板凳”、“顶”这样的帖子，同时所收集的帖子必须是有其他成员的参与和互动。部分收集到的资料还需要进行适当修正、备注，因为收集到的资料比较丰富，都是成员在互动交流

中随意写下的文字，部分文字比较杂乱。

由于在线社群当中的网络留言体量巨大，且缺乏主线，因此本文以单一的典型成员为主线，采用案例法进行研究。相对于单案例研究而言，多案例研究更适合于系统地构建新的理论框架，同时推导出来的结论往往被认为更具说服力，且整个研究也常常被认为更经得起推敲(Herriott and Firestone, 1983)。具体操作上：首先，选择若干在线社群成员作为建构理论模型的研究对象，将每一个对象看作多案例研究中的个案；其次，以一个成员的所有网络留言作为分析对象，提炼出其在社群中的行为、心理和关系形成过程中所涉及的概念和范畴；再次，对其他研究对象依次进行资料分析，其目的是对提炼出来的概念和范畴进行完备性补充，从而形成一个全面、综合的概念和范畴；最后，选取新的研究对象进行分析，以进行概念和范畴的饱和度检验。整个分析过程遵循Eisenhardt(1989)针对多案例研究提出的建议，比较各案例间的异同，对分析结果进行综合，以获得一个较全面的理论模型。

在资料分析方面，网络志方法并无一个规范的流程可循，而扎根理论在资料分析上有一套非常系统而严谨的操作步骤，能够弥补网络志在资料分析和理论构建程序上的不足。Strauss 和 Grobin(1990)明确地提出了扎根理论的操作程序：开放性编码—主轴编码—选择性编码—理论构建。在资料分析过程中，不仅要求研究者具有一定的理论敏感度，同时能够放开偏见和已有的理论，对资料进行客观的分析与归纳，从而得出正确的理论。为了使结果尽可能客观，本研究利用多人对资料进行编码，具体表现为邀请了一名本科生和三名硕士研究生共同参与编码过程。

（二）研究对象及样本选择

新奇军成立于 2001 年 5 月 31 日，是围绕着奇瑞品牌而形成的一个在线交流群体。创立之初，新奇军是新浪网“车行天下”栏目下的一个小型的奇瑞汽车俱乐部，2002 年 12 月，新奇军离开新浪，建立自己的独立论坛并启用独立域名（http://www.mychery.net/forum/bin/ut/forum_show.cgi）。新奇军论坛由新奇军热心成员提供空间和技术而建立，此论坛为非奇瑞官方网站。新奇军论坛的内容版块涉及汽车技术交流、结伴旅游观光、分享生活经历、美食介绍、公益活动组织等方面。截止到 2014 年 4 月 28 日，新奇军的注册成员人数达 217196 位，论坛主题贴达 1555227 个，总帖子数达 31459225 个，平均每日新增成员数量就有数百位，平均每日新增帖子数达 4000 个左右，平均每天的在线人数就有上千人。

由上可知，新奇军是一个典型的在线品牌社群——围绕奇瑞品牌而形成的，成员之间在新奇军论坛这个网络空间中进行持续的互动交流并形成了一整套社会关系。Kozinets(2002)认为有五个标准可以判断一个在线品牌社群是否适合作为调研对象：第一，是否与研究问题更贴近；第二，是否有更多的相关信

息；第三，是否有更多的离散信息的发布者；第四，是否有更多详尽而丰富的相关资料；第五，成员间对所研究的问题是否有更多的交流。通过对新奇军及其它一些在线品牌社群的观察和了解，结合以上的五条标准，可以判断新奇军比其它在线品牌社群更适合作为本文的研究对象。

就具体成员样本而言，为体现其差异性和典型性，本文确定所选研究对象必须符合以下五个条件：(1)注册时间超过 3 年，且一直有参与社群活动；(2)在社群中通过网络与其他成员进行了持续的社会性互动；(3)在社群中形成了比较稳定的社会关系；(4)研究对象注册时间属于不同的年份；(5)研究对象男女比例各占一半，且属于不同的省份。Sanders(1982)建议进行多案例研究时最佳的案例数目为 3-5 个，因此本文挑选了 4 个符合研究目的的受调研对象，基本信息见表 1。

表 1 受调研对象基本信息

编号	性别	地域	用户名	注册时间	发帖数量	主题帖数量
A	男	北京	北京好猫猫	2003-04-24	60951	375
B	女	湖北	闪闪	2004-01-29	22870	386
C	女	天津	小奇美眉	2005-01-11	22583	439
D	男	河南	光@辉	2007-12-25	18875	315

注：发帖数量和主题帖数量计算都是截止到 2010 年 12 月 31 日。

三、资料分析

根据扎根理论方法中的编码步骤对所收集到的四个研究对象的资料分别进行分析。其中 A 研究对象分析的过程包括开放性编码、主轴编码、选择性编码，最后进行初步理论构建，研究对象 B、C、D 的资料分析结果用于对概念和范畴进行完备性填补。

（一）开放性编码

开放性编码的目的是从所研究的现象中尽可能地发掘出有价值的范畴及其属性和维度，然后对其进行命名和分类。通过对逐个主题帖进行现象或事件定义，最终得到 416 个“标签”(a1、a2……)，部分资料的编码举例见表 2。最终从 416 个“标签”中共抽象提炼出了 18 个概念（A1-A18）和 4 个范畴（AA1-AA4），其中 4 个范畴分别为成员交互、成员关系、社群价值和社群关系（见表 3）。成员交互（AA1）是指社群成员之间基于某件事情或现象进行的互动性交流或分享；成员关系（AA2）是指成员之间在社群中所形成的关系，这种关系一般会在成员的交互中表现出来，如友情、信任；社群价值（AA3）是指社群成员参与社群中所体验到的社群所具有的价值，这种价值主要体现在社群成员通过社群获得的利益；社群关系（AA4）是指社群成员与社群之间的关系，相

当于个人与组织的关系，这种关系更多地体现在成员对社群的认同、满意和承诺方面，以及由这些方面所导致的成员对待社群的行动上。

表2 开放性编码：贴标签(部分)

编号	主题贴内容	贴标签
a1	**北京好猫猫：**西雅图停车场内停车免费，司机最多可以停车 30 分钟，直到到达旅客下机、取到行李、给司机打电话并且在行李提取外等待被接走。司机必须留在车内。该停车场不仅提供一个方便等待到达航班的地方，而且保证了机场周边交通的顺畅。机场路路肩禁止停车或者等待。北京机场应该好好学学。虽然机场头 30 分钟免费，但是仍旧大量车辆在机场高速路肩上停车等人，太不安全了。 **交通基本靠走：**偶们都是选择性学习。 捞得到好处的肯定学， 捞不到好处中国特色。 **关注东方：**BSHMM 出的馊主意。要是 LD 看到了 ，估计罚款的国际惯例会接鬼，收费（按国民收入）那是妄想。 **东风压倒西风：**在机场 T3 停了 2 天 B1 E 区，130 块。肉疼！关键是误了第一天晚上的机，只能赶第二天早上的头班机，真的找不到能快速到机场的办法，打车费用差不多。	a1-1 西雅图机场与北京机场比较 a1-2 对北京机场现状评价
a2	**北京好猫猫：**驾照 6 月份到期，现在能去换吗？请知道的指点迷津。谢谢。 **曲直：** 不行吧 建议挂失补办如何？ **北京好猫猫：**补办有效期也只到 6 月份吧？ **马老师：** 说是 3 个月提前。留下车本身份证代办也很简单 **车瑞：** 提前 90 天换。	a2-1 从其他成员中询问换驾照信息
……	**……**	……
a5	**北京好猫猫：**我妈是自己家、妹妹家两头蹿。 **勾切锐：**好猫猫，别怪我多嘴，偶就觉得你脾气好，不会出现我的问题。这话也给你家精灵说说撒，以防万一。 1）最好别让老人来带孩子。能自己带，就自己带。 2）千万别让俩家老人碰头，后患无穷。 3) 她家老人来，你家老人来不来。然后俩家老人就开始比起来。 4）老人来了，就要做主。一做主，就会有麻烦。 5）双方老人和睦的话，相安无事；不和睦的话，就鸡犬不宁，夫妻也水火不容。 再以后的事情，就是双方老人靠你办了绿卡，然后到你家长相厮守。这就是我现在的幸福写照 . 别怪我说实话，好像有悖于孝道。其实我很孝顺，所以孩子从 1 岁半，就全职幼儿园，不让老人劳累。 孝道从我孩子辈，废除。 **北京好猫猫：**呵呵，多谢老勾关心。我家小猫猫主要是我父母带大的，5 岁以后岳父母带的多，感觉还好，不过我和精灵也坚持自己多带。两家老人关系很好，同时也比较尊重我们的意见，他们带孩子基本就是照顾日常生活，所以问题不大。其实我个人是比较享受老人多多其乐融融的感觉的，不过精灵相对倾向于一家三口的日子。	a5-1 交流与这家老人相处经验 a5-2 勾切锐对好猫猫的关心
…	**……**	……

表3 开放式编码范畴化

标签(部分)	概念	范畴
a1-2 对北京机场现状评价 a13-1 交流对中美生活水平的看法	A1 观点讨论	AA1 成员交互
a2-1 从其他成员中询问换驾照信息 a11-1 询问军友香满溢火锅的目前位置	A2 求助解答	
a3-1 分享汽车耗油情况 a4-1 分享岳母出国经历	A3 分享经历	
a21-1 与军友分享有了儿子的喜悦心情 a63-2 与军友分享交流在国外工作的感受	A4 情感交流	
a108-1 向军友求购计算器 a203-1 向军友转手三星 F209 手机	A5 成员交易	
a5-2 勾切锐对好猫猫的关心 a10-2 体现北京好猫猫与统一连续体的友谊	A6 情谊	AA2 成员关系
a178-1 打钱叫军友代购手机 a202-1 购买了军友建议的手台	A7 信任	
a191-1 军友间交流购买股票经验 a216-1 与军友结伴自驾西藏游	A8 互惠	
a17-1 抱怨在美国父母带孩子出国需要公证声明。 a36-1 抱怨美国人工费太高	A9 情绪排泄	AA3 社群价值
a102-1 通缉开京 JU 墨绿色瑞虎的军友 a137-1 顺路拜访桂林军友	A10 扩大社交	
a19-1 展示在美国自己做的菜肴 a20-1 展示在美新租住所	A11 展示自我	
a18-1 向其他成员推介 XBOX 360 Kinect 游戏 a23-1 与军友分享奥多姆起诉美国国税局事件	A12 消遣娱乐	
a1-1 西雅图机场与北京机场比较 a3-2 比较中美油价情况	A13 信息共享	
a187-1 对新奇军的公益活动满意 a243-1 感谢团拜会中指路的军友们	A14 社群满意	AA4 社群关系
a32-2 代表新奇军声明论坛立场 a176-2 表达能够成为新奇的军长而感荣幸	A15 社群认同	
a132-2 谈及自己最常访问论坛就是新奇军 a161-1 为所有军友提供路书集锦	A16 社群忠诚	
a48-1 闭电台 GPS 版面的说明，并重申新奇军抵制任何商业活动的原则 a79-1 阻止成员在论坛中使用污秽词语	A17 维护社群形象	
a9-1 封禁紫微 ID a16-1 封禁违反论坛相关规定的温泉石头	A18 社群规则维护	

注：“军友”是新奇军网上论坛的会员之间的昵称。

（二）主轴编码

主轴编码的主要任务是发现和建立各范畴之间的关联性。在建构典范模型

的过程中，要不断地对原有的范畴进行比较和归纳，发掘范畴之间的关系，对范畴间的关系做出假设构想，并用实际资料或文献资料对构想的关系进行验证。通过对开放性编码中获得的4个范畴继续归类、抽象，得出两个主范畴，分别为“成员关系形成过程”和“社群关系形成过程”，具体见表4。其中，“成员关系形成过程（AAA1）”是指研究对象A加入新奇军这个在线品牌社群,通过与其他成员进行交流互动,从而与其他成员建立起社会关系的过程；“社群关系形成过程（AAA2）”是指研究对象A加入新奇军这个在线品牌社群，参与了社群的相关活动，在体验了社群的价值之后，与新奇军这个在线品牌社群形成社会关系的过程。这一过程可以借用“条件→行动→结果”这一典范来实现（Strauss和Corbin,1998）。比如，在AAA1成员关系形成过程中，基于成员互动（AA1）的条件，有新奇军军友（即会员）打钱叫军友代购手机（a178-1），还有军友与其他军友结伴自驾西藏游（a216-1），从而形成了成员关系（AA2）；又如，在AAA2社群关系形成过程中，成员在获得社群价值（AA3）的条件下，有军友感谢团拜会中指路的军友们（a243-1），还有军友为其他军友提供路书集锦（a161-1），从而形成了军友与社群的关系（AA4）。主轴编码典范模型见表5。

表 4 主轴编码形成的主范畴

开放性编码范畴	主轴编码归并范畴	开放性编码范畴	主轴编码归并范畴
AA1 成员交互	AAA1 成员关系形成过程	AA3 社群价值	AAA2 社群关系形成过程
AA2 成员关系		AA4 社群关系	

表 5 主范畴主轴编码典范模型

方向	典范	AAA1 成员关系形成过程	AAA2 社群关系形成过程
↓	条件	AA1 成员交互	AA3 社群价值
	行动	a178-1 打钱叫军友代购手机 a216-1 与军友结伴自驾西藏游	a243-1 感谢团拜会中指路的军友们 a161-1 为所有军友提供路书集锦
	结果	AA2 成员关系	AA4 社群关系

（三）选择性编码

选择性编码是在主轴编码的基础上，在所有已发现的概念类别中，经过系统分析之后选择一个“核心类别”，然后将分析聚焦到与核心类别相关的资料上。在对原始资料、概念、范畴以及范畴间关系不断比较的基础上，继续抽象提炼出了一个能够反映个案全貌的核心范畴：“成员在社群中的社会关系形成过程”。围绕该核心范畴的故事线可以表述为：社群成员 A 基于对奇瑞品牌的喜好或兴趣而加入新奇军在线品牌社群，在新奇军中与其他成员进行一系列的社会性交流互动，同时体验到了新奇军品牌社群带来的价值，最后在新奇军中形成了与其他成员之间的关系和与新奇军在线社群之间的关系。该核心范畴由主

轴编码中得到的两个主范畴“成员关系形成过程”和“社群关系形成过程”进一步归纳、抽象后得出。为了直观，各级范畴之间的关系用图 1 来表示，其中成员互动、成员关系、社群价值以及社群关系这四个副范畴是社群成员在社群中社会关系形成过程中的四个关键点。

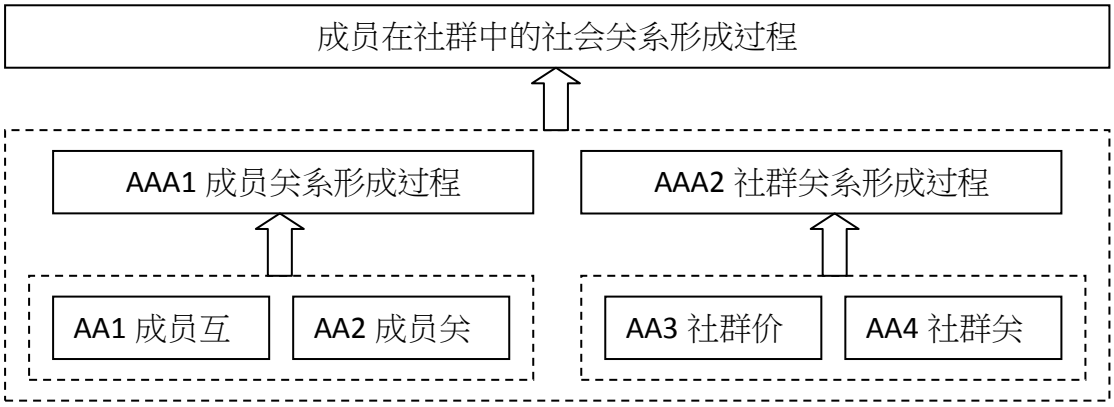

图 1 副范畴、主范畴和核心范畴之间的关系

（四）跨案例的完备性补充

由于研究对象 B、C、D 的资料分析结果是用于对概念和范畴进行完备性填补，因此只需要对研究对象 B、C、D 的资料进行开放性编码就能达到这一目的。经过对研究对象 B、C、D 的资料进行开放性编码，然后与对象 A 的概念和范畴进行对比，发现研究对象 B、C、D 的结果中均没有出现新的范畴，只是有的范畴增加或减少了部分概念。

与研究对象 A 的概念和范畴相比，研究对象 B 的范畴“成员交互”中增加了“活动组织和参与”概念，范畴“社群关系”中增加了“社群推介”概念，同时缺少了“维护形象”和“规则维护”这两个概念；研究对象 C 的范畴“成员交互”中的概念在增加了“活动组织和参与”的同时减少了“成员交易”，范畴“成员关系”中减少了“互惠”概念，“社群价值”范畴中也减少“消遣娱乐”概念，而“社群关系”范畴中则减少了“维护形象”、“规则维护”两个概念；研究对象 D 的范畴“成员交互”增加了“活动组织和参与”概念，而“社群关系”范畴中减少了“形象维护”概念。B、C、D 的概念和范畴如表 6 所示。

一般情况下，多案例研究的分析结果选择获取各个案例的交集，但考虑到为了更准确地探讨在线品牌社群的形成过程，本研究需要尽可能全面地揭示社群成员在社群中进行的活动、形成的关系和体验到的价值，因此，本文取各案例分析结果的并集，综合形成比较全面的概念和范畴。图 3 中灰色部分表示了四个研究对象的资料分析结果取并集后得到的 4 个范畴和 20 个概念。

表 6 研究对象 B、C、D 概念和范畴

B 概念	C 概念	D 概念	范畴
B1 观点讨论	C1 观点讨论	D1 观点讨论	成员交互
B2 求助解答	C2 求助解答	D2 求助解答	

B3 分享经历	C3 分享经历	D3 分享经历	
B4 情感交流	C4 情感交流	D4 情感交流	
B5 成员交易		D5 成员交易	
B6 活动组织和参与	C5 活动组织和参与	D6 活动组织和参与	
B7 情谊	C6 情谊	D7 情谊	成员关系
B8 信任	C7 信任	D8 信任	
B9 互惠		D9 互惠	
B10 情绪排泄	C8 情绪排泄	D10 情绪排泄	社群价值
B11 扩大社交	C9 扩大社交	D11 扩大社交	
B12 展示自我	C10 展示自我	D12 展示自我	
B13 消遣娱乐		D13 消遣娱乐	
B14 信息共享	C11 信息共享	D14 信息共享	
B15 社群满意	C12 社群满意	D15 社群满意	社群关系
B16 社群认同	C13 社群认同	D16 社群认同	
B17 社群忠诚	C14 社群忠诚	D17 社群忠诚	
B18 社群推介		D18 规则维护	

（五）饱和度检验

本文选取男女研究对象各一名分别对概念和范畴的饱和度进行检验，他们的发帖数量均超过一万条，并且注册时间的年份和所在地均与其他研究对象不同。用于饱和度检验的研究对象基本信息见表 7。经过开放性编码，并且与综合后的概念和范畴相比，E、F 的资料分析结果中均没有出现新的范畴，也没有出现新的概念。综合后的概念和范畴已经具备了完备性。

表 7 用于概念和范畴饱和度检验研究对象基本信息

编号	性别	地域	用户名	注册时间	发帖数量	主题帖数量
E	女	山东	奇瑞娜	2006-12-11	15803	182
F	男	四川	疯子的烧瓶	2008-11-03	22146	332

四、理论模型的建立

（一）范畴之间的关系探讨

为了探讨以上四个范畴之间的相互关系，本文对收集到的大量详细资料进行分析，从中找到能够反映范畴之间相互关系的证据。

1. “成员交互→成员关系”与“成员关系→成员交互”

通过对所收集到的资料进行分析，发现“成员交互→成员关系”与“成员关系→成员交互”的资料证据：

疯子的烧瓶：大家都知道我们昨天凌晨在二郎山车子油底壳被击穿的事了，昨天一早丝瓜 TX 听到这个消息后，马上帮我们联系了天佑和有缘再叙，天佑因为工作原因现在一直都在新津，所以把有缘的电话告诉了我们，让我们

有什么问题找有缘帮忙，并帮我们联系了雅安的维修站，上午 10 点有缘放下手里的工作专程从雅安开车到天全，帮我们找保险公司定损，联系天全的朋友帮我们处理车辆维修，……走的时候还专门让我带了一桶酒说是让虎营的兄弟都尝尝,嘿嘿~~~~~~~

通过这件事让我很受感动更加感觉到了军友之间的互助友爱,也让我更加下定决心为新奇军，为川厅 TX 服好务，当好大家的勤务兵

孤独秋霜：真正很感谢有缘和天佑。谢谢有缘给我们带酒哈。疯子，不准开了个人喝哈。给我们留着！

有缘再叙：言重了，人都有落难的时候，更别说我们都是军友，以车会友，以诚交友，互助互爱应该是新奇军“人人为我，我为人人”的精髓所在！

从以上资料可知，“疯子的烧酒”等军友在二郎山由于车出故障受到了四川军友“天佑”和“有缘再叙”的帮助和热情款待（成员关系→成员交互），受到帮助后“疯子的烧酒”心存感激，而且对全体成员产生更深的情谊，承诺将为社群更好地服务（成员交互→成员关系）。

2.“成员交互→社群价值”

以下资料与“成员交互→社群价值”的关系有关：

奇瑞娜：此处参加招远军友和莱州军友联合大 FB 真是收获多多哦！开心呀……,不仅见到了雪楠、宝哥、芋头等老军友，而且认识了菲影、忘却、红外线、女银（雨人）、都头、忘却等一大批军友……，让没参加的军友嫉妒去吧！

翼狼：我一点都不嫉妒！是恨，深深地恨…,唯一可以安慰下的是终于有幸见到娜娜的背影，也算认识了一半。

梧.桐：没有见到东营军友呀？……

军友“奇瑞娜”通过参与成员之间的联谊活动，不仅见到了“雪楠”、“宝哥”、“芋头”等一批老军友，同时还认了“菲影”、“忘却”、“红外线”等一批新军友，体现出社群“扩大社交”的价值，也就是成员参与社群活动会对社群价值产生直接的影响(成员交互→社群价值)。

3.“成员交互→社群关系”

有资料支持了“成员交互→社群关系”的关系：

疯子的烧瓶：首先感谢大家对这次抗旱救灾的积极响应，同时请捐款的同学在打款后发送短信到虎行者（139****9416）或我的手机（189****7778)确认打款金额，以便登记，谢谢大家！

阳光的痕迹：这个不能落后！已经向你的卡打了 211.11 元，请查收！在你帖子回一哈就可以了哦？就不用打电话了嘛，不然虎行还以为我表功呢。呵呵。

开心萧潇：疯子，你建行卡的开户行是哪里？我同城网上转账需要哈，谢谢！

疯子的烧瓶：……昨天晚上还收到了 2 笔汇款，到现在也没有人通知我，请尽快联系我！看到那么多军友打款进来，甚至有不留名的，真实感动呀！我对我们新奇军的军友们是越来越佩服，能够成为新奇军的一员，并组成这次活动，我深感荣幸！先代表灾区人民感谢下所有热心的军友。。。。。

（注：留言原文中有军友“虎行者”和“疯子的烧瓶”的完整手机号码，为保护隐私，我们分别隐藏了四个数字。）

军友“疯子的烧瓶”在社群中参与组成了抗旱救灾的公益捐款活动，在看到成员踊跃捐款后，对社群产生满意和认同，由此可见，成员参与社群的相关活动能够影响该成员与社群之间的关系形成(成员交互→社群关系)。

4.“社群价值→社群关系”

在所收集到的资料中发现“社群价值→社群关系”的证据：

小奇美眉：昨天在论坛中抱怨了一番！发泄了一把！ ……后面娜娜竟然给我打电话，安慰了一番 今天又看到那么多军友给我留言，心里美滋滋的……, 感谢热心的军友！ 感谢新奇军！能成为你们中的一员而感荣幸和幸福！

天蓬大元帅：7mm 幸福吧~~ 羡慕呀~~ 我也要你那种待遇~~~~

奇葩瑞祥：还以为啥事情呢！ 7MM 的开心是我们集体的职责~~

军友“小奇美眉”在社群论坛中抱怨、发泄情绪，许多成员都留言、打电话表示关心，事后她表达了对社群的认同，并且表示“能成为你们中的一员而感到荣幸和幸福”，能够说明“社群价值→社群关系”是成立的。

5.“成员关系→社群价值”

以下资料可视为“成员关系→社群价值”的证据：

北京好猫猫：二手车过户，大家说说都啥手续啊？要花多少钱？到哪儿办理？大家提供点信息呀！ 这事儿俺是大姑娘上轿——头一回啊！

支点：看在老军友的份上，我给你提供点信息……我跟原车主在北亚办的，……等着叫号、摇号、换本、去保险公司过户保险，OK 了，过户时 260+150+30 多块钱，不会超过 700。

哭泣的虾米：抄收了 最近卖了一辆车 又买了一辆 2 手车 都需要这些信息呢~ 哇卡卡！

由上可知，军友“支点”出于和“北京好猫猫”之间的老军友情谊为其提供二手车过户信息，而成员“哭泣的虾米”正好也需要该信息，这一过程体现了成员之间的关系对社群信息价值的影响，即“成员关系→社群价值”成立。

至于其余的范畴之间可能存在的关系，因为无法从所收集的资料中得到佐证，所以本研究认为范畴之间不存在其他直接的影响关系。

(二)构建理论模型

通过对概念和范畴的饱和度检验，并且结合所收集的资料对范畴之间的关系进行梳理，可以得到一个完备的在线品牌社群形成机理模型（见图 2）。该模型表明，成员交互-成员关系-社群价值-社群关系是在线品牌社群形成过程的基本逻辑，而成员关系也会反过来影响成员交互行为；此外，成员交互还会直接影响社群价值和社群关系。

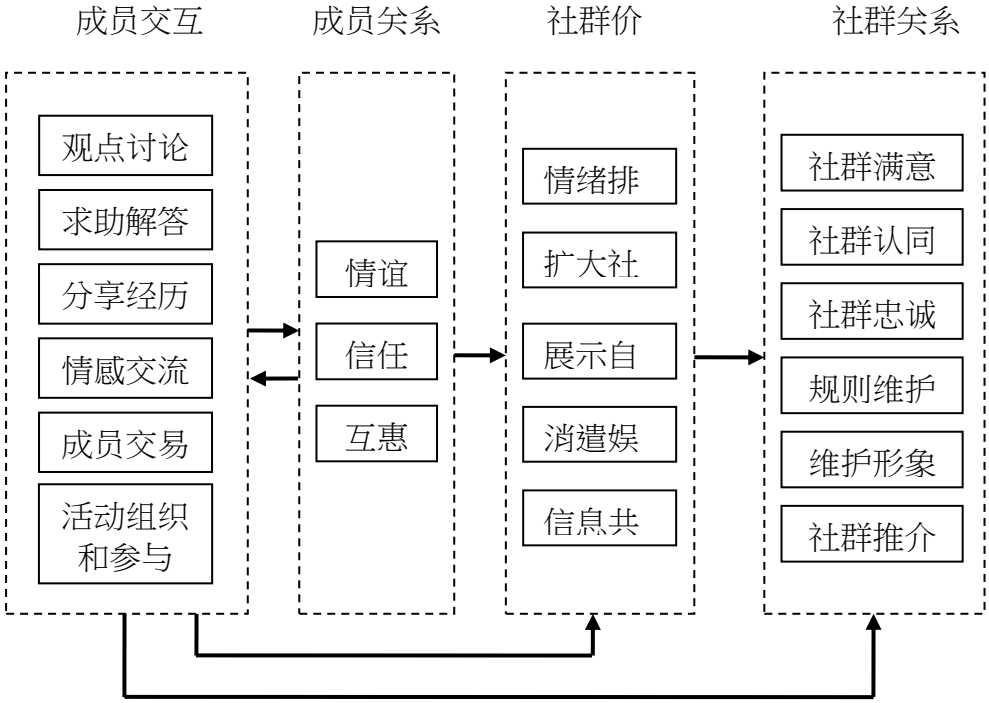

图 2 在线品牌社群形成机理模型

五、结论与讨论

（一）研究结论

尽管近几年来在线品牌社群的研究成果不断，但对于其形成机理的研究却很鲜见。本文利用网络志和扎根理论方法，借助多案例研究的思路，对在线品牌社群“新奇军”论坛中的几位成员的网上交流资料进行了研究。结果表明，在线品牌社群形成过程中有四个关键节点：

1.关键节点一：成员交互

成员交互的形式非常广泛，主要包括：观点讨论、求助解答、分享经历、情感交流、成员交易、活动组织和参与等。社群成员间的交流互动是在线品牌社群中社会关系形成的起点，也是社群成员参与动机的直接体现。一般情况

下，在线品牌社群的成员之间一开始是彼此陌生的，他们之间并不存在某种社会关系，而只有经过一段时间的交互后才能逐渐形成彼此之间的关系，除了影响成员关系，成员交互还会直接影响社群价值和社群关系，因为成员从社群中获得的价值很多是来自于成员交互的结果，而成员互动也拉近了成员与社群的关系。

2.关键节点二：成员关系

成员关系主要包含情谊、互惠和信任，社群成员之间的关系形成是在线品牌社群形成过程中的转折点。成员之间只有在形成一定关系的基础上才能够获得更好的社群体验和社群价值，而这种社群体验和社群价值的获取恰恰是成员与社群形成关系的前提。由此可见，成员关系的形成对于在线品牌社群的形成非常关键。因为根据 Muniz 和 O'Guinn(2001)的观点，在线品牌社群本质上就是一个成员社会关系的集合。

3.关键节点三：社群价值

社群价值是在线品牌社群中社群关系形成的前提条件，主要包括情绪排泄、扩大社交、展示自我、消遣娱乐和信息共享等。一般情况下，社群成员只有在社群中获得了一定的价值后，才有可能增强与社群的关系粘度，对社群产生认同感和归属感。

4.关键节点四：社群关系

社群关系分为社群满意、社群认同、社群忠诚、规则维护、维护形象和社群推介等。成员与社群之间关系的形成是在线品牌社群中社会关系形成的关键阶段，会直接影响成员对品牌的态度和行为。这个阶段中社群已经成为一个整体存于社群成员的意识中，社群成员通过成员之间的交互以及社群价值体验与社群建立起一定的关系。至此，在线品牌社群中的社会关系已经逐渐形成，在线品牌社群具有了实质性的内容。

（二）管理启示

本文研究结论对创建和经营在线品牌社群有以下管理启示：

1.注重社群成员间的交流互动

很多在线品牌社群虽然能够聚集一定数量的品牌爱好者，但成员的稳定性和积极性较差，对企业产生的效益也不尽人意。本文认为关键问题就在于成员之间的交流互动不够，未能利用成员互动来增强社群的凝聚力与吸引力。成员间的互动对成员关系、社群价值和社群关系都有着积极的影响，因此，在线品牌社群的创建者应该鼓励和支持社群成员之间各种各样的交流互动，并且可以定期开展各种形式的活动来积极引导成员之间的互动，包括与品牌相关或无关的观点探讨、经验与知识分享、情感交流，以及提供条件让成员之间公平交易，让热心成员组织活动等。

2.重视成员之间关系的培养

成员之间的关系是在线品牌社群形成和存在的关键所在，同时也是在线品牌社群发挥功能、为企业提供价值的前提。一些社群当中只有少数一些成员之间形成了良好关系，多数成员之间关系非常淡漠，这使得社群整体活跃度不高。为此，社群管理者应该积极营造良好的社群氛围，创建有利于社群健康发展的机制，使成员能够自发地加强与其他成员的互惠、信任、友谊等多种关系，以保证在线品牌社群中一整套社会关系的形成。

3.提升在线品牌社群的价值

在线品牌社群的价值是其发展的根本动力：有高的社群价值，会吸引更多的新成员；没有高的社群价值，进来的成员也会离开。因此，社群管理者应当通过提供奖励机制来培育热心的价值提供者，鼓励社群当中产生更多的信息利益、娱乐价值和社会价值，为在线品牌社群中社群关系的形成提供条件。

4.加强成员与社群之间的关系培养

成员与社群之间的关系体现在成员对社群的认同、忠诚等方面，这是成员形成良好的品牌态度以及产生品牌行为的前提。在线品牌社群的发展需要社群成员的支持，因此培养成员与社群之间的关系显得格外重要。一方面，奖励社群的忠诚参与者、社群的维护者和宣传者；另一方面，禁言社群当中的不良成员，以防其破坏社群的发展局面。

（三）局限性及未来方向

本文存在一些不足：（1）选择的研究对象是新奇军中的六个社群成员，研究对象属于同一个在线品牌社群，这对研究结论的适用性有一定的影响；（2）由于地域限制，本文所收集到的资料都是来源于新奇军论坛中的主题贴，没有获得实地访谈的资料，同时资料分析的结果也没有获得研究对象的反馈，这两方面都会对研究结论的有效性产生一定的影响；（3）在编码过程中，对抽象提炼出来的概念在用词上可能不够准确，标签的归类上也可能存在一定的缺陷，需要进一步斟酌。

后续可有两个研究方向：（1）在线品牌社群形成机理的细致化研究。本文并没有对关键节点所包含的“概念”之间的关系进行探讨，在后续的研究中可以对概念之间的关系进行定性或定量研究，以确定各个概念之间的关系。并且，对本研究中未讨论范畴之间的关系进行实证研究，以确定其它范畴之间的关系。(2)跨在线品牌社群的推广研究。后续的研究可以选择多个不同在线品牌社群的成员，进一步研究在线品牌社群的形成机理，以提高研究结论的适用性。

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企业微博广告的信息内容及广告效果研究

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摘要

企业微博被看作是企业的重要营销平台，发布广告是企业微博的重要营销活动之一。研究以 Resnik and Stern（1977）的 14 条信息内容评估标准为理论框架，采用内容分析法探索了企业微博广告的信息内容、纵向变化及广告效果。研究发现：（1）广告微博比例显著高于非广告微博，并且信息性广告的数量显著低于无信息性广告，但是企业发布无信息性广告的偏好是渐渐形成的；（2）纯广告的平均信息线索数量显著高于复合广告和植入广告，而复合广告显著高于植入广告，并且耐用品广告、服务广告和非耐用品广告的平均信息线索数量不存在显著差异，但是都显著高于机构广告；（3）“包装或形状”数量最多，而“营养”数量最少；（4）信息性广告的广告效果显著好于无信息性广告，并且信息线索≥3 条的广告效果显著好于其他信息线索数量水平。最后，本文讨论了研究的理论价值和实践价值，并阐述研究局限和展望。

关键词: 企业微博广告；信息内容；广告效果；内容分析法

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0 引言

微博是Web2.0时代社交网络的典型应用，允许用户发布140个字以内的简短信息并可附带图片、音频、视频、链接和表情的社交网络媒体[1, 2]。截止至2014年2月Twitter累计注册用户超10亿，最新的月活跃用户量为2.41亿[3]。2009年8月，新浪、网易、腾讯和搜狐四大门户网站相继开通微博平台以后，中国微博用户数量呈现了“爆炸式”增长。人民网舆情监测室发布《2013年中国互联网舆情分析报告》发现，全国103家微博客网站用户账号总数已达12亿，其中新浪微博用户账号5.36亿个，腾讯微博用户账号5.4亿个[4]。中国互联网络信息中心（CNNIC）发布的第33次《中国互联网络发展状况统计报告》称：截止至2013年12月，我国微博用户规模为2.81亿，较2012年底减少2783万，微博用户数量下降9%[5]。《南华早报》认为微博用户数量下降与下半年打击网络谣言行动有关，2013年8月的短短两周内，有数以百计的网民因“造谣传谣”被处理[6]。2014

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年3月17日，新浪微博正式在纳斯达克上市，表明微博仍然具有良好的发展势头。国内微博用户数量巨大，潜藏着较多的营销机会，促使企业纷纷开通官方微博。新浪微博与CIC联合发布的《2012企业微博白皮书》数据表明：截至2012年2月底，共有130565家企业开通新浪微博，平均每个用户关注4个企业微博，56%的新浪微博用户至少关注1个企业微博。截止到2012年底，已有30多万企业开通新浪微博账户[7]。2014年1月，新浪发布的《2013年度房产行业微博报告》数据表明：房产类认证微博达到140,630个，同比增长32.73%，粉丝数量达到158,518,347个，同比增长76.62%。上述数据可以推论发现，国内企业微博数量要远大于房产类微博数量，而且还保持强劲的增长动力。企业认识到微博具有重要的营销价值，使得企业微博数量越来越多，且拥有庞大的粉丝数量，但是真正能够将企业微博做好的不超过0.5%[8]。

企业微博粉丝群体可能是企业的现有顾客、潜在顾客或其他利益相关者，所以拥有较大粉丝数量的企业微博具有较高营销价值和精准营销的基础[2]。微博广告是企业微博营销的重要内容，但是缺乏相关理论和研究成果指导企业微博发布广告，致使企业微博的营销效果不佳。然而，企业微博广告的信息内容研究成果能够帮助人们更加深刻地认识微博广告现状，同时也能够更好地指导企业微博的运营。因此，研究探索企业微博广告的信息内容具有重要理论价值和应用价值。研究收集了真实的企业微博数据，采用内容分析法获得具有客观性和系统性的广告信息内容数据，利用相应的统计分析技术探索企业微博广告的信息内容分布、纵向变化趋势及广告效果。

1 理论背景

企业微博发布微博广告向粉丝用户宣传推广产品或服务，而广告应该是具有“提供信息（Informative）”还是“劝说（Persuasive）”的功能，曾在学术界引起过激烈争论[9]。市场竞争学派认为广告应该向消费者提供信息，其理由有两点：一是广告提供产品信息，便于消费者进行比较，而获得更加经济的交易；二是广告提供信息能够鼓励新竞争者进入市场，促进市场竞争并鼓励创新，淘汰低效率企业，最终促进整个行业效率的提高[10, 11]。市场力学派认为广告应该具有“劝说”功能，劝说能够促使消费者产生品牌忠诚和较低的价格敏感性[10, 11]。James and Bergh Vanden（1989）认为此种根深蒂固的品牌忠诚阻碍新进入者进入市场，先进入者没有创新和竞争的动力，最终会导致垄断和高价格出现[10, 11]。Dowling（1980）认为劝说广告是有害社会的，而“提供信息”广告对经济和社会更具有建设性[12]。Emamalizadeh(1985)认为广告只有一种功能——“劝说”，广告向消费者提供信息实际上也是一种劝说，并认为理性的劝说使得消费者有自主选择权而被认为是道德的，不理性的劝说可能剥夺了消费者的自主选择权而被认为是不道德的[13]。Lee（1987）认为好广告的前提是产品必须是好

的，然后广告必须要维持消费者的自主选择权[14]。Resnik and Stern（1977）为了避免“提供信息”与“劝说”概念上的混淆，采用“不提供信息”广告（Non-informative advertising）概念来区别于“提供信息”广告，并且提出评估广告信息性的 14 条标准[15]。他们界定广告至少拥有 1 条信息线索才能被看作是“提供信息”广告，即广告具有信息性（Informativeness）,否则广告将被看作“不提供信息”广告。

1.1 广告信息内容评估标准

广告必须提供有价值的信息帮助消费者决策，而具有信息性的广告可以使消费者观看广告以后能够做出比观看广告以前更明智的购买决策[15]。Resnik and Stern（1977）开发了 14 条广告信息性的评估标准，以测量广告的信息线索数量，14 条广告信息性评估标准:

表 1：Resnik and Stern 广告信息内容评估标准

（1）价格/价格(Price-Value)

- 产品成本是多少？产品的价值保留能力如何？
- 产品需求满足的能力如何？

（2）质量(Quality)

- 基于做工、工程技术、耐用性、材料卓越、结构上优越性、员工的优越性、关注细节、特殊服务方面的客观评价，区别特定产品与竞争产品的特征是什么？

（3）性能(Performance)

- 产品可以做什么，并且与另一种购买选择相比，产品能做得有多好？

（4）成份或含量(Components or Contents)

- 产品由什么组成？产品包含什么成分？
- 产品包括什么附带项目？

（5）可获得(Availability)

- 什么地方能够购买产品？什么时间可以获得产品？

（6）特别提供(Special Offers)

- 特定购买可获得什么限时非价格交易？

（7）体验/味道(Taste)

- 提供了潜在顾客感知到特定产品体验/味道更好的证据（广告主观点是不合适的）？

（8）营养(Nutrition)

- 关于特定产品的营养成分的详细资料与其它产品的详细资料进

行直接比较了吗?

（9）包装或形状(Packaging or Shape)

- 哪部分包装使得产品比竞争对手更有吸引力？
- 产品的特定外形如何?

（10）保证和担保(Guarantees and Warranties)

- 伴随产品的购后保障是什么?

（11）安全(Safety)

- 与竞争对手相比特定产品具有哪些显著安全特征?

（12）独立机构研究(Independent Research)

- 独立研究机构的研究和调查结果被呈现了吗？

（13）本企业研究(Company Research)

- 公司做的自身产品与竞争对手相比的客观数据被呈现了吗？

（14）新构思(New Ideas)

- 广告中引入全新的理念了吗？
- 此种理念的优势被呈现了吗？

1.2 广告信息内容分布

广告信息性分布主要发现具有信息性广告的比例，以了解多少广告能够对消费者正确购买决策起到作用。Resnik and Stern（1977）研究电视广告信息内容发现一半以上(50.3%)不具有信息性，广告至少拥有 1 条信息线索的比例为 49.7%，至少拥有 2 条信息线索比例下降为 16%，至少拥有 3 条信息线索的比例仅为 1%[15]。Laczniak 等(1979)采用同样的信息内容评估标准研究消费者杂志广告发现 92%的广告具有信息性，当广告信息性标准提高到至少拥有 2 条和 3 条信息线索时，具有信息性的广告比例分别降到 59%和 49%[16]。然而，学者们都认为 Laczniak 等在杂志抽样和广告抽样上存在局限性，使得研究结论不具有普遍性[17]。Dowling（1980）采用更为严格的研究程序分析澳大利亚电视广告的信息性，发现至少拥有 1 条信息线索的澳大利亚广告比例为 74%，此比例远大于 Resnik and Stern 的研究结果 49.2%[18]。Stern 等（1981）同样研究了杂志广告的信息内容，发现 86%的广告具有信息性（至少拥有 1 条信息线索），至少拥有 2 条信息线索的比例为 52%，至少拥有 3 条信息线索的比例为 26%[17]。James and Bergh Vanden（1989）研究 8457 个全页杂志广告的信息内容，发现 94.1%的广告是至少拥有 1 条信息线索，至少拥有 2 条信息线索的广告比例为 66.4%，而 35%广告至少提供 3 条信息线索，包含至少 4 条信息线索的广告比例 18.2%[12]。

1.3 广告信息内容比较研究

不同国家信息内容差异研究。Weinberger and Spotts（1989）基于 FCB 矩阵比较美国和英国电视广告的信息内容的差异，发现美国具有信息性的广告比例为 64.5%，平均每个广告的信息线索数量 0.98，而英国具有信息性的广告比例 53.6%，每个广告平均信息线索数量 0.75。由此可以看出，发现美国电视广告比英国电视广告信息水平要高[19]。Madden 等（1986）比较了美国杂志和日本杂志信息内容水平，研究发现日本杂志广告普遍比美国杂志广告具有更多的信息性。85%的日本广告至少提供 1 条信息线索，而美国广告仅有 75%；日本广告提供至少 2 条信息线索的比例适度下降为 61%，但是美国杂志广告表现出剧烈下降为 39%。同一信息线索水平上日本杂志广告比美国杂志广告具有更多的信息性[20]。

纵向时序的信息内容研究。Weinberger and Spotts（1989）研究发现美国电视广告信息内容发生了少许变化，具有信息性电视广告比例略有增长为 65.3%。然而，Stern and Resnik（1991）复制了 1977 年电视广告信息内容的研究，研究结果却没有什么发现太大的差异，18 个检验中只有 2 个存在显著差异，机构广告表现出一个明显的下降[21]。

不同广告类型的信息内容研究。James and Bergh Vanden（1989）比较一般广告（General ads）和直接响应广告（Direct response ads）的信息性，发现信息线索数量至少为 0、1、2 条时，一般广告的比例显著高于直接响应广告，但是当信息线索数量至少为 4、5、6 条时，直接响应广告的比例显著高于一般广告，信息线索数量至少为 3 条时，两类广告的比例没有差异[12]。1990 年，他们又研究了直接响应广告、产品/商店形象广告、机构广告的信息内容差异，发现产品/商店形象广告和机构广告在至少拥有 4 条信息线索水平上的广告比例较少，而直接响应广告在至少拥有 4 条信息线索水平的广告比例却较高为 58.1%[9]。Harmon 等（1983）研究发现比较广告比非比较广告包含更多的信息线索，同时比较广告信息线索数量均值显著高于非比较广告的信息线索数量均值[22]。

不同媒体信息内容比较研究。Abernethy and Franke（1996）对采用 Resnik and Stern（1977）年提出的 14 条广告信息评估标准的研究进行了 Meta 分析[23]。91438 个广告样本的信息线索数量均值 2.04，超过 84%的广告至少拥有 1 条信息线索，58%的广告至少拥有 2 条信息线索，33%的广告至少拥有 3 条信息线索。出现频率最高的信息线索是“性能”，43%广告出现此条信息线索。研究还发现，户外广告和电视广告的平均信息线索数量最少分别 1.42 和 1.41，而报纸和杂志平均信息线索数量最多分别为 2.60 和 2.38，位居第三的是无线广播为 2.24。

不同产品类别的信息数量研究。Resnik and Stern 研究电视广告的信息内容，发现食品、个人护理产品、洗衣和家庭用品具有信息性的广告比例都少于

一半，而机构广告，业余爱好、玩具和交通广告具有信息性的比例分别为 75%和 69%，“其他”类别的产品广告具有信息性的广告比例为 58.3%[15] 。研究还表明，每个广告平均拥有的信息线索数量为 2.26 个[24]。

1.4 研究问题

研究者研究广告信息内容普遍采用 Resnik and Stern（1977）提出 14 条信息线索评估标准，而且针对传统媒体广告形成了大量的研究成果[23]。研究分别从具有不同文化的国家之间、不同产品类别之间、不同广告时段之间、不同广告规模（尺寸）、不同媒体之间、不同广告类型、不同时间纵向比较传统媒体广告信息内容。随着互联网的出现，少数学者对互联网广告进行了探索，Choi 等（2006）比较研究了杂志广告、电视广告和网页广告的信息内容，并且在 Resnik and Stern（1977）提出的 14 条信息线索基础之上增加了 5 条信息线索[25]。

中国广告信息内容研究却是较少，从国内外广告信息内容研究文献可以发现，仅有 4 篇文章采用 Resnik and Stern（1977）提出的 14 条信息线索研究中国广告信息内容。Rice and Lu（1988）研究中国杂志信息内容发现至少拥有 1 个信息线索的广告比例为 100%，当信息线索数量提高到 2 条时，具有信息性的广告比例略有下降为 77.7%，信息线索提高到 3 条时，具有信息性广告比例为 34.5%[26]。

李东进（1999）比较研究了中国和韩国杂志广告信息量和信息内容，并发现中国杂志广告比韩国杂志广告传递了更多的信息，并发现商标出处和产品类型是影响广告信息的重要因素[27]。中国杂志广告至少拥有 1 条信息线索的比例为 91.9%，而韩国的比例仅为 85.4%。中国杂志广告的平均信息线索数量为 2.145，而韩国仅为 1.757。李东进（1999）研究我国杂志广告从 1987 年到 1997 年信息量和信息内容的变化[28]。1987 杂志广告至少拥有 1 条信息线索的比例为 97.8%，而 1997 年杂志广告至少拥有 1 条信息线索的比例有所降低为 91.9%，平均信息线索数量从 1987 年 2.335 条降到 1997 年的 2.145 条。信息内容上的差异可以发现，1987 年“购买处”信息线索的比例最高达到了 81%，虽然 1997 年“购买处”信息线索的比例有所下降为 57%，但是仍然是最高的。

温冬开和尧旭华（2002）对中央电视台一套的 532 个广告进行了内容分析，研究结果发现 68%广告至少拥有 1 条信息线索，出现频率最高的信息线索依次为表现、质量、可获得性以及成分内容。药品、非耐用品和耐用品广告信息水平数量是最多的，酒类和服务零售广告的信息数量水平是最低的[29]。

研究问题 1：企业微博中广告与非广告的比例是多少？

研究问题 2：企业微博广告的信息线索数量分布？

研究问题 3：企业微博广告的信息线索类型的排序？

研究问题 4：企业微博广告的平均信息线索数量是多少？

研究问题 5：企业微博广告信息性纵向变化趋势如何？

研究问题 6：企业微博广告信息性的广告效果如何？

2 研究设计

2.1 企业样本选取

研究采用《三次产业划分规定》的产业划分标准，以 2010 年产业增加值所占 GDP 比重确定企业样本数量。查阅《2011 年中国统计年鉴》和《2011 年中国第三产业统计年鉴》获得三次产业的产业增加值所占 GDP 比重以及 20 个行业的产业增加值所占 GDP 比重。第三产业的“公共管理、社会保障和社会组织”和“国际组织”两个行业门类不属于以盈利为目的企业范畴，所以该行业门类没有抽取相应企业样本。

研究确定各行业抽取企业样本的比重以后，结合研究资源和能力可行性考虑，研究确定选取 200 个企业样本总数，各行业门类相应的企业样本数量等于其产业增加值所占 GDP 比重乘以 200 计算出来。企业样本数据均来自于《万方数据库》，研究选取各行业门类规模最大的几个企业，并提取企业特征数据——所属行业、企业性质、成立时间、所在省份、企业注册城市、营业额。最终从《万方数据库》中选取的企业样本数量为 194 个。由于《万方数据库》没有涵盖跨大型跨国企业的数据，而部分国内经营的大型跨国企业又是行业公认的佼佼者，所以研究邀请两位营销学知名教授和一位博士组成专家团队筛选出中国经营的大型跨国企业样本。因此，研究采用专家法增加了 4 个跨国企业样本——麦当劳、佳能、沃尔玛、可口可乐，最终企业样本总数为 198 个。从《万方数据库》选取企业样本并收集企业特征数据的截止时间为 2012 年 8 月 25 日。

研究需要进一步确定企业样本是否在新浪微博、腾讯微博、搜狐微博和网易微博中开通企业微博，所以研究利用企业样本全称和简称在四大主流微博平台内搜索。若企业样本无官方微博，研究将采用分公司或子公司的官方微博替代。研究提取企业微博信息内容——微博名称、是否认证、微博平台、微博数量、粉丝数量、关注数量、第一条微博时间。企业微博信息搜集的截止时间为 2012 年 9 月 16 日，企业样本的官方微博（认证和未认证）数量为 189 个，认证官方微博账户为 179 个。首先，研究统计了 179 个官方微博账户的微博总数为 239043，国际顶级期刊做内容分析法文章的样本数量来看，数量基本在 2000 条左右，同时也考虑工作量的可行性，研究决定抽样比例确定为 1%，抽出的微博条数约为 2390 条左右。研究邀请了 3 位博士和 2 位硕士参与企业微博内容的收集，研究利用随机抽样抽取 1%的企业微博内容，以保证微博数据的代表性。截止至 2012 年 10 月 3 日，研究共收集微博样本 2251 条，剔除内容不完整的微博

后有效微博样本数量为 2161 条。

2.2 研究方法

研究采用内容分析法分析微博广告信息内容,研究过程严格遵守内容分析法程序进行。企业微博的编码操作指南：微博广告信息内容的评估标准直接采用 Resnik and Stern（1977）的操作性定义。研究依据广告定义将企业微博内容分为广告和非广告，然后再分析广告信息内容。微博广告与传统广告具有明显差异，所以研究对微博广告进行了分类，微博广告可分为：纯广告、复合广告、植入广告。植入广告主要是指微博内容中仅出现了企业名称、产品名称和商标等信息，主要内容为非广告内容。纯广告是指整条微博内容都在宣传和推广企业或产品，而没有表达任何非广告内容。复合广告是指微博内容既包含非广告内容，又包含广告信息内容。产品类别：耐用品、非耐用品、服务、机构。产品广告是指广告宣传和推广的对象是产品，产品广告可以分为耐用品广告和非耐用品广告，耐用品是指产品使用寿命大于一年的产品，非耐用品是指产品寿命小于一年的产品。服务广告是指广告宣传和推广的对象是服务。机构广告（Corporate/Institute advertising）是指宣传和推广企业/机构的理念、形象以及行为等，其目的在于提升目标顾客对企业/机构形象的评价。

研究采用排他性分类编码方式，邀请两名博士生完成编码工作。首先，根据研究问题制定编码操作指南，包括研究目的、品牌传播方式的定义及操作性定义、类别赋值和编码规则等，比如编码规则规定编码 1 小时候后休息 10 分钟，每天平均编码不要超过 4 小时以降低编码人员因疲劳产生的错误。然后，培训两名编码人员使其充分理解各类别的定义及操作性定义，并严格按照编码规则的要求进行编码。再次，培训结束后要求编码人员进行预编码并消除分歧，反复此过程直至预编码结果一致性达到 Kassarjian（1977）要求的 85%才能进行正式编码[30]。最后，两名编码人员对微博内容进行正式编码并评估编码结果的信度。

2.3 编码结果的信度检验

研究选择 Perreault and Leigh(1989)提出 Pi 指数作为信度估计方法,Perreault and Leigh(1989)认为 Cohen's Kappa 信度测量结果显得过度保守，相应地使得 Cohen's Kappa 的值与其他信度指数（Cronbacb's alpha）方法的值之间的比较是困难。因此，Perreault and Leigh（1989）提出 I_r 系数克服 Cohen's Kappa 系数存在的问题[31]。Perreault and Leigh(1989)提出测量内容分析法编码结果信度的 I_r 系数计算公式：

$I_r=\{[(F_0/N)-(1/K)][K/(K-1)]\}^{1/2}$，当 $F_0/N\geq 1/K$ （1）

$I_r=0$ ，当 $F_0/N<1/K$ （2）

I_r：编码人员间信度；N：编码内容数量；K：某变量编码类别数量；F_0：两个编码人员编码一致数量；

研究采用 Pi 指数测量编码人员间信度主要由两个原因：一是 Pi 指数是作为被推荐的且可接受的信度测量指数，而且满足研究采用二人编码且编码变量属于名义类变量的要求；二是 Pi 指数是其他信度测量指数上改进获得的，而且克服了 Cohen's Kappa 测量信度过于保守的缺点。从下表 2 可以看出，所有类别的信度都大于 0.85，所以编码结果真实可信。

表 2：PI 指数信度检验结果

变量名称	类别数量	编码条数	编码一致	一致性百分比	I_r 信度估计
广告类型	4	2161	2115	0.979	0.986
产品门类	4	1530	1477	0.965	0.977
价格/价值	3	1530	1484	0.970	0.977
质量	2	1530	1503	0.982	0.982
性能	2	1530	1442	0.942	0.941
成分/含量	3	1530	1487	0.972	0.979
可获得性	3	1530	1501	0.981	0.986
特别提供	2	1530	1520	0.993	0.993
体验/味道	2	1530	1518	0.992	0.992
营养	2	1530	1528	0.999	0.999
包装或形状	2	1530	1481	0.968	0.967
保证和担保	2	1530	1529	0.999	0.999
安全	2	1530	1519	0.993	0.993
独立机构研究	2	1530	1527	0.998	0.998
本企业研究	2	1530	1523	0.995	0.995
新构思	2	1530	1482	0.969	0.968

3 数据分析

3.1 描述性统计

研究采用内容分析法对企业微博内容进行编码，编码结果统计发现：广告微博为 1530 条，而非广告微博为 631 条，分别占微博样本的 70.8%和 29.2%。设置期望值相等的 χ^2 检验结果：χ^2=373.994,df=1,P=0.00<0.01，表明广告微博数量显著高于非广告微博数量。研究深入分析广告类型发现：复合广告数量最多为 861 条，其次是植入广告为 498 条，最少是纯广告为 171 条，分别占广告微博的比例为 56.3%、32.5%和 11.2%。设置期望值相等的 χ^2 检验结果：χ^2=467.188，df=2,P=0.00<0.01,表明三类广告数量具有显著差异，且两两之间也

存在显著差异，即复合广告数量显著多于植入广告，植入广告数量显著多于纯广告。同时，研究还分析了产品类别发现：机构广告数量最多为 838 条，其次耐用品广告数量为 484 条，再次是服务广告为 179 条，最少是非耐用品广告为 29 条，分别占广告微博的比例为 54.8%、31.6%、11.7%和 1.9%。设置期望值相等的 χ^2 检验结果：χ^2=1004.332，df=3,P=0.00<0.01,表明四类广告数量具有显著差异。

3.2 企业微博广告的信息线索分布

3.2.1 广告信息线索数量在广告类型上的分布

广告必须具有能够为消费者提供信息的功能，以便消费者能够做出正确的购买决策，所以广告提供信息线索的数量对消费者做出明智的购买决策至关重要。Resnik and Stern（1977）提出了 14 条广告信息性的评估标准，并且定义广告至少拥有 1 条信息线索，可以看作具有信息性[15]。具有信息性的广告数量为 536 条，无信息性（信息线索数量为 0）的广告数量为 994 条，分别占比为 35%和 65%。设置期望值相等的 χ^2 检验结果：χ^2=137.101，df=1,p=0.00<0.01,表明无信息性广告数量显著多于有信息性广告。

从表 4 可以看出，无信息线索广告数量为 994 条，占企业微博广告 65%，无信息性广告主要集中于复合广告和植入广告。（1）信息线索数量≥1 条的广告数量为 536 条，所占比例为 35%，复合广告所占比重较大，而植入广告比重几乎接近于 0。（2）信息线索数量≥2 条的广告数量为 273 条，所占比例为 17.8%，纯广告比重不断增大。（3）信息线索数量≥3 条的广告数量为 145 条，所占比例为 9.5%，纯广告比重与复合广告接近。（4）信息线索数量≥4 条的广告数量为 50 条，所占比例为 3.3%，纯广告比重超过复合广告。企业微博广告最高拥有 8 条信息线索。由此可以看出，随着信息线索数量的不断增加，纯广告的相对比重不断增大，植入广告几乎不具有信息性，复合广告的数量随信息线索数量的增加下降较快。

从广告类型的角度看，在具有信息性广告的比重上，纯广告最高为 89.5%，其次是复合广告为 44%，植入广告最低为 0.8%。99.2%的植入广告是不具有信息性的，绝大部分植入广告不能够帮助消费者做出明智的购买决策，但是植入广告在企业微博广告中所占比重却非常之大。

表4：信息线索数量在广告类型上的分布

计数

信息线索数量	广告类型			合计
	纯广告	复合广告	植入广告	
0	18	482	494	994
≥1	153	379	4	536

≥2	108	163	2	273
≥3	69	75	1	145
≥4	32	18	0	50

3.2.2 广告信息线索数量在产品类别上的分布

从表5可以看出，在无信息线索的广告中，机构广告数量最多为777条，所占比重为78.2%。在其它任何信息线索数量广告中，耐用品数量最多，所占比重也是最高，分别为56.5%、59.3%、66.2%、78%。研究发现四类广告所占比重的顺序没有发生改变，但是耐用品广告的相对比重渐渐增加。由此可以看出，机构广告在企业微博广告中所占比重最大，但是其拥有的信息线索数量水平较低，而耐用品广告拥有较高的信息线索数量水平。从产品类别来看，在具有信息性广告的比重上，服务广告最高为83.2%，非耐用品广告次之为79.3%，耐用品广告居第三位为62.6%，机构广告最少仅为7.3%。研究发现机构广告的信息性比例较低，不利于消费者作明智的购买决策，但是机构广告数量占微博广告的比例是非常高的。

耐用品的购买决策属于理性的购买决策，所以耐用品广告会包含更多信息线索帮助消费者做购买决策。同时，消费者对于服务的购买决策也是高涉入度的且理性的，所以服务广告也具有较多的信息线索数量。非耐用品的购买决策属于低涉入度购买过程，而且更多决策是依靠消费者的感性认识或习惯，所以非耐用品具有较低的信息线索数量。

表5 信息线索数量在产品类别上的分布

计数

信息线索数量	产品类别				合计
	耐用品	非耐用品	服务	机构	
0	181	6	30	777	994
≥1	303	23	149	61	536
≥2	162	7	80	24	273
≥3	96	4	34	11	145
≥4	39	0	9	2	50

3.3 广告信息线索类型的频数分布

3.3.1 广告信息线索类型的分布

从表6可以看出，14条信息线索的频数排序：企业微博广告中有287条广告包含“包装或形状”，所占企业微博广告的比例最高为18.76%。其次，180条广告包含“性能”，企业微博广告占比为11.70%。再次，含有“价格/价值”和“质量”的

广告数量分别为110条和109条，所占比例分别为7.19%和7.12%。含“可获得性”和“成分/含量”两条信息线索的广告数量分别90条和73条，所占比例分别为5.81%和4.77%。另外，含“新构思”、“体验/味道”、“特别提供”和“安全”的广告数量稍微少一些，它们分别所占比例为3.27%、2.88%、1.96%和1.43%。最后，含“独立机构研究”、“本企业研究”、“保证和担保”的广告数量在企业微博广告数量中的比例都小于1，然而含“营养”的广告数量为0。从表6可以看出，信息线索的总数为1027条，广告总数为1530条，所以每条企业微博广告的平均信息线索数量为0.67条。广告的信息线索数量研究发现，植入广告占企业微博广告比重较大，但是植入广告中具有信息性的比例仅为0.8%，而复合广告占企业微博广告的比例超过了50%，但是复合广告具有信息性的比例仅有44%，所以含有信息线索数量也较少，最终导致总体平均信息线索数量较低。

表6：企业微博广告信息线索频数及比例

排名	信息线索名称	含线索的广告频数	频数比例
1	包装或形状	287	18.76%
2	性能	179	11.70%
3	价格/价值	110	7.19%
4	质量	109	7.12%
5	可获得性	89	5.81%
6	成分/含量	73	4.77%
7	新构思	50	3.27%
8	体验/味道	44	2.88%
9	特别提供	30	1.96%
10	安全	22	1.43%
11	独立机构研究	15	0.98%
12	本企业研究	10	0.65%
13	保证和担保	6	0.39%
14	营养	0	0.00%
	总数	**1024**	**66.92%**

3.3.2 平均信息线索数量的比较

（1）广告类型的平均信息线索数量比较。企业微博广告的信息线索总数为1024条，其中复合广告占642条，纯广告占375条，植入广告占7条。平均信息线索数量等于信息线索数量除以广告数，全部广告的平均信息线索数量为0.67条。各类广告的平均信息线索数量：纯广告为2.19条、复合广告为0.75

条、植入广告为 0.01 条。全部广告的平均信息线索数量偏低，主要原因在于植入广告和复合广告的平均信息线索数量较少，导致总体信息线索平均数量下降，而纯广告的平均信息线索数量为 2.19 条，研究结论与传统媒体广告信息线索研究结论一致。

研究采用单因素方差分析比较广告类型的平均信息线索是否存在显著差异。首先，研究检验了各组数据方差是否同质，方差齐性检验结果：Levene 统计量=418.976, P=0.00<0.01,表明至少有两组数据的方差违反了同质性假定，多重比较需要采用Tamhane检验、Dunnett T3检验、Games-Howell检验、Dunnett C检验四种检验方法之一。然后，研究采用单因素方差分析比较各组均值，单因素方差分析结果：F（2,1527）=354.901，P=0.00<0.01,表明至少两组数据的均值存在显著差异，需要进一步采用多重比较分析。最后，四种多重比较方法获得完全一致的比较结果："纯广告"（M=2.19,SD=1.444）的平均信息线索数量显著高于"复合广告"（M=0.75,SD=1.045）和"植入广告"（M=0.01,SD=0.173）；"复合广告"（M=0.75,SD=1.045）的平均信息线索数量显著高于"植入广告"（M=0.01,SD=0.173）。

（2）广告类型的平均信息线索数量比较。企业微博广告的信息线索总数为 1024 条，其中耐用品广告占 615 条，服务广告占 277 条，机构广告占 98 条，非耐用广告占 34 条。各产品类别广告的平均信息线索数量：耐用品广告为 1.27 条、非耐用品广告为 1.17 条、服务广告为 1.56 条、机构广告为 0.12 条。研究采用单因素方差分析比较产品类别的平均信息线索数量是否存在显著差异。首先，研究检验了各组数据方差是否同质，方差齐性检验结果：Levene 统计量=244.505, P=0.00<0.01,表明至少有两组数据的方差违反了同质性假定，多重比较需要采用 Tamhane 检验、Dunnett T3 检验、Games-Howell 检验、Dunnett C 检验四种检验方法之一。然后，研究采用单因素方差分析比较各组均值，单因素方差分析结果：F（3,1526）=214.747，P=0.00<0.01,表明至少两组数据的均值存在显著差异，需要进一步采用多重比较分析。最后，四种多重比较方法获得完全一致的比较结果："耐用品广告"（M=1.27,SD=1.371）、"服务广告"（M=1.55,SD=1.167）和"非耐用品广告"（M=1.17,SD=0.928）的平均信息线索数量均值不存在显著差异，但是三类产品广告的平均信息线索数量都显著高于"机构广告"（M=0.67,SD=1.127）的平均信息线索数量。

3.4 广告信息性的时间序列分析

从图1可以看出，无信息性广告数量总体多于有信息性广告数量，两类广告的数量都呈稳定增长态势，期间两类广告的曲线也曾出现较大波动。2011年2月以前，有信息性广告数量与无信息性广告数量基本不存在差别，两条曲线存在相互交替的情况，但是2011年2月以后，两类广告数量都出现了稳步攀升，但是

无信息性广告数量增长速度快于有信息性广告，使得两条曲线产生了分离，两条曲线的距离还有进一步拉大的趋势。企业发布的微博广告更多是无信息性的，有信息性广告的数量也呈稳步增长，可能是企业具有某方面的行为偏好使得无信息性广告数量较大，比如更喜欢发布植入广告或复合广告。前述分析可以发现，植入广告中仅有0.8%具有信息性，而复合广告中也仅有44%具有信息性，企业对广告类型的青睐导致了无信息性广告数量增长快于有信息广告。总体来看，有信息性广告比例是下降的，无信息性广告比例是上升的，但是二者比例趋于稳定。

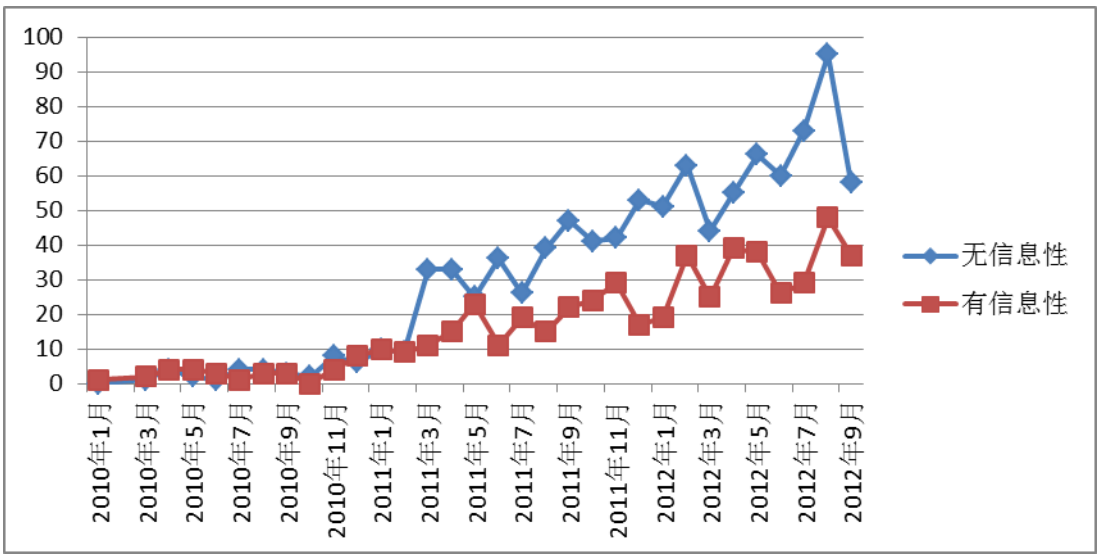

图 1 广告信息性的时间序列分析

3.5 广告信息内容的广告效果分析

研究采用微博的转发数和评论数作为衡量广告效果的变量，由于转发数和评论数是微博内容影响粉丝行为的直接结果，所以采用转发数和评论数衡量广告效果是科学且客观的。研究采用独立样本 t 检验和单因素方差分析探索各组数据的转发数和评论数均值差异，为了保证均值比较结果的客观性和稳健性，研究需要剔除各组数据中的异常值。国际顶级期刊研究中广泛采用剔除异常值的方法主要有两种：盒形图[32-35]和均值±3 倍标准差[36-40]。研究主要采用两种方法综合使用，因为两种剔除异常值的方法各有优缺点。

3.5.1 广告信息性的广告效果分析

（1）广告信息性对转发数的影响。研究采用独立样本 t 检验探索无信息性广告和有信息性广告对转发数的影响。研究剔除两组转发数异常值的情况如下：无信息性广告剔除异常值数量为 127 条，有信息性广告剔除异常值数量为 63 条，各组样本剔除异常值数量的比例都低于 20%，所以信息损失数量能够控制在合理的范围之内。各组数据进入独立样本 t 检验的数量均大于 30 条，能够保证独立样本 t 检验的结果比较准确和稳健。两类广告的转发数均值和标准

差：有信息性广告（M=8.49,SD=10.715）和无信息性广告（M=5.78,SD=7.019）。方差齐性检验结果：F=79.224,P=0.00<0.01,表明无信息性和有信息性的转发数方差存在显著差异，应该采用“假设方差不相等”的 t 检验结果。独立样本 t 检验的结果：t=-4.945,df=698.058,p=0.00<0.01,表明有信息性广告转发数均值（M=8.49,SD=10.715）显著高于无信息性广告的转发数均值（M=5.78,SD=7.019）。

（2）广告信息性对评论数的影响。研究同样采用独立样本 t 检验探索无信息性广告和有信息性广告对评论数的影响。研究剔除两组评论数异常值的情况如下：无信息性广告剔除异常值数量为 112 条，有信息性广告剔除异常值数量为 62 条，各组样本剔除异常值数量的比例都低于 20%，所以信息损失数量能够控制在合理的范围之内。各组数据进入独立样本 t 检验的数量均大于 30 条，能够保证独立样本 t 检验的结果比较准确和稳健。两类广告的评论数均值和标准差：有信息性广告（M=3.67,SD=5.025 和无信息性广告（M=2.69,SD=3.550）。方差齐性检验结果：F=58.928,P=0.00<0.01,表明无信息性广告和有信息性广告两组的评论数方差存在显著差异，所以应该采用“假设方差不相等”的 t 检验结果。独立样本 t 检验的结果：t=-3.780,df=732.462,p=0.00<0.01,表明有信息性广告评论数均值（M=3.67,SD=5.025）显著高于无信息性广告的评论数均值（M=2.69,SD=3.550）。

3.5.2 广告信息线索数量的广告效果分析

（1）广告信息线索数量对转发数的影响。研究采用单因素方差分析探索信息线索数量对转发数的影响。研究剔除四组转发数异常值的情况如下：“拥有 0 条线索”剔除异常值数量为 127 条，“拥有 1 条线索”剔除异常值数量为 30 条，“拥有 2 条线索”剔除异常值数量为 16 条，“至少 3 条线索”剔除异常值数量为 18 条，各组样本剔除异常值数量的比例都低于 20%，所以信息损失数量能够控制在合理的范围之内。各组数据进入单因素方差分析的数量均大于 30 条，能够保证方差分析的结果比较准确和稳健。各信息线索数量的转发数均值和标准差：“拥有 0 条线索”（M=5.78,SD=7.019）、“拥有 1 条线索”（M=7.18,SD=8.944）、“拥有 2 条线索”（M=6.71,SD=8.738）、“至少 3 条线索”（M=12.65,SD=14.873）。首先，方差齐性检验结果：Levene 统计量=50.613,P=0.00<0.01,至少出现两组数据的方差违反了同质性假定，那么多重比较方法应该采用 Tamhane 检验、Dunnett T3 检验、Games-Howell 检验、Dunnett C 检验四种进行比较。其次，单因素方差分析结果：F（3,1335）=24.308，P=0.00<0.01,表明四组转发数数据至少两组数据的均值存在显著差异，需要进行多重比较。最后，四种多重比较方法获得完全一致的比较结果：“至少 3 条线索”的转发数均值（M=12.65,SD=14.873）显著高于“拥有 0 条线索”（M=5.78,SD=7.019）、

“拥有 1 条线索”（M=7.18,SD=8.944）、“拥有 2 条线索”（M=6.71,SD=8.738）的转发数均值。然而，“拥有 0 条线索”（M=5.78,SD=7.019）、“拥有 1 条线索”（M=7.18,SD=8.944）、“拥有 2 条线索”（M=6.71,SD=8.738）的转发数均值在 0.05 的显著水平上却不存在显著差异。

（2）广告信息线索数量对评论数的影响。研究采用单因素方差分析探索信息线索数量对评论数的影响。研究剔除四组评论数异常值的情况如下：“拥有 0 条线索”剔除异常值数量为 112 条，“拥有 1 条线索”剔除异常值数量为 25 条，“拥有 2 条线索”剔除异常值数量为 16 条，“至少 3 条线索”剔除异常值数量为 21 条，各组样本剔除异常值数量的比例都低于 20%，所以信息损失数量能够控制在合理的范围之内。各组数据进入单因素方差分析的数量均大于 30 条，能够保证方差分析的结果比较准确和稳健。各信息线索数量的评论数均值和标准差：“拥有 0 条线索”（M=2.69,SD=3.550）、“拥有 1 条线索”（M=3.93,SD=5.427）、“拥有 2 条线索”（M=3.55,SD=4.830）、“至少 3 条线索”（M=3.27,SD=4.359）。首先，方差齐性检验结果：Levene 统计量=24.097, P=0.00<0.01，表明至少出现两组数据的方差违反了同质性假定，那么多重比较方法应该采用 Tamhane 检验、Dunnett T3 检验、Games-Howell 检验、Dunnett C 检验四种进行比较。其次，单因素方差分析结果：F（3,1352）=6.563，P=0.00<0.01,表明四组评论数数据至少两组数据的均值存在显著差异需要进行多重比较。最后，四种多重比较方法获得完全一致的比较结果：“拥有 1 条线索”（M=3.93,SD=5.427）显著高于“拥有 0 条线索”（M=2.69,SD=3.550）。然而，“拥有 1 条线索”（M=3.93,SD=5.427）、“拥有 2 条线索”（M=3.55,SD=4.830）、“至少 3 条线索”（M=3.27,SD=4.359）的评论数均值在 0.05 的显著水平上却不存在显著差异。

4 研究结果及讨论

广告微博比例显著高于非广告微博。企业微博作为重要的营销平台和公关平台，发布广告是重要的营销活动之一。企业发布与企业、产品、服务等无关的非广告微博，显然不能够提高企业或产品的知名度和美誉度，更不能够产生任何良好的宣传推广效果，所以企业更愿意发布广告微博。因此，广告微博数量要多于非广告的数量是正常的。

具有信息性广告微博的数量显著低于无信息性广告，但是企业喜欢发布无信息性广告的行为是渐渐形成的。从微博成立之初，企业并没有意识到微博的营销价值，发布广告微博数量较少，且内容具有较大的随机性，所以导致具有信息性的广告数量与无信息性广告数量比较接近。然而，随着时间的推移，企业渐渐认识到微博具有重要营销价值，广告微博总数剧增，使得两类广告数量

不断增加，企业可能发现纯广告微博会带给粉丝用户视觉疲劳，企业发布较多的复合广告和植入广告，使得具有信息性广告数量比例下降。植入广告几乎不包含信息线索，而复合广告包含信息线索的比例也仅仅只有44%，所以两类微博数量的大量增加使得具有信息性广告微博的数量显著低于无信息性广告数量。

纯广告的平均信息线索数量显著高于复合广告和植入广告，而复合广告显著高于植入广告。Abernethy and Franke（1996）对采用14条广告信息性评估标准的研究进行了Meta分析，发现91438个广告样本的信息线索数量均值2.04，户外广告和电视广告的平均信息线索数量最少分别1.42和1.41，而报纸和杂志平均信息线索数量最多分别为2.60和2.38，位居第三的是无线广播为2.24。Rice and Lu（1988）研究杂志广告的平均信息线索数量为2.26个[24]。李东进（1999）研究发现中国杂志广告的平均信息线索数量为2.145，而韩国仅为1.757。上述研究结论针对的是传统媒体广告，但是都属于纯广告的范畴，而企业微博广告中的纯广告平均信息线索数量为2.19，研究结论与上述研究结果比较接近。复合广告和植入广告表现内容有限，所以平均信息线索数量显著低于纯广告。耐用品广告、服务广告和非耐用品广告的平均信息线索数量均值不存在显著差异，但是三类产品广告的平均信息线索数量都显著高于机构广告。机构广告主要是宣传企业形象，机构广告中大部分属于植入广告类型，缺乏能够给消费者做明智决策的信息线索，所以机构广告的平均信息线索数量显著低于其他三类。

“包装或形状”线索数量最多，“营养”线索数量最少。企业微博广告经常使用产品图片或者接受服务的环境，便于给顾客最直观的感受，最终使得“包装或形状”线索的数量最多。由于产品非常丰富，消费者可以选择和比较的范围增加，企业为了使消费者做出更有利于自己的购买决策，所以较多地介绍了产品的性能以及能够给消费者带来的价值，最终“性能”与“价格/价值”分别排在第二和第三位。“营养”主要是针对食品广告而提出的信息线索，由于样本中的食品广告较少使得“营养”的频数为0。Rice and Lu（1988）和李东进（1999）的中国杂志广告研究发现“可获得性”的频数最多，尽管李东进（1999）的研究发现“可获得性”的比例有所下降，与本研究的结论有差异，其主要原因在于1988年到1997的时候，市场上的产品数量有限，而且购买比较困难，所以在何处能够买到是当时消费者比较关心的问题，所以“可获得性”的频数最高。

信息性广告的广告效果显著好于无信息性广告，并且信息线索数量≥3条的广告效果显著好于其他信息线索数量水平。具有信息性的广告能够帮助消费者进行明智的购买决策，信息线索对消费者具有重要价值，无信息性广告对消费者购买决策没有帮助，所以粉丝更愿意转发和评论具有信息性的广告。信息线索数量越多，越能够帮助消费者进行购买决策，所以信息线索数量越多的广告理论上能够获得更多的评论和转发。

5 管理启示与研究局限

5.1 管理启示

（1）企业微博发布的广告需要具有信息性。研究发现信息性广告的转发数和评论数均值都显著高于无信息性广告。Resnik and Stern（1977）认为广告必须要具有信息性，才能够帮助消费者进行理性的购买决策，无信息性的广告对粉丝用户是没有价值的，所以企业微博必须发布具有信息性的广告。然而，现实却恰恰相反，无信息性广告比例远远多于信息性广告的比例。

（2）企业微博广告编辑时尽可能嵌入更多信息线索。研究结果显示信息线索数量≥3条的广告效果显著好于其他信息线索数量水平。嵌入更多信息线索更能够帮助消费者进行理性购买决策，能够促进粉丝用户的转发和评论，扩大微博内容的影响面和互动质量。

（3）企业需要建立专业的微博运营团队，精心编辑和设计微博内容，有计划地发布微博内容。精心编辑和设计微博内容能够对粉丝用户进行有目的地引导，增加粉丝用户对微博内容的感知价值，提高粉丝用户对微博账户的黏度，并且能够产生更好的广告效果。

5.2 研究局限

研究采用配额抽样的方法来抽取企业样本，每个行业的样本数量是以其2010年产业增加值在GDP中所占比重计算而来，每个企业样本必须具有行业代表性，所以企业样本都是该行业中规模最大的。因此，企业样本没有包含各行业中规模较小的或微型企业，所以企业样本上存在一定的局限性，但是企业微博内容是随机抽取的，所以研究结论也具有相当代表性，此种抽样方法在国际顶级期刊文献中却被广泛采用。未来还可以研究企业微博的评论内容与广告信息内容的相关关系。

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权力产生美吗？权力感、信息依赖倾向及品牌态度的关系研究

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摘要

根据权力的接近-抑制理论，文章检验了权力感对信息依赖倾向及品牌态度的影响。实验结果表明高权力感者对正面信息的依赖倾向更强，从而品牌态度更高，而低权力感者对负面信息的依赖倾向更强，从而品牌态度更低。另外，实验验证了认知闭合需的调节作用，高认知闭合需要增强了高（低）权力感者对正（负）面信息的依赖倾向，从而品牌态度增强（减弱）；低认知闭合需要减弱了高（低）权力感者对正（负）面信息的依赖倾向，从而品牌态度减弱（增强）。

关键词：权力感，信息依赖倾向，认知闭合需要，品牌态度

前言

权力感被认为是影响他人或者不受他人影响的能力[1]。权力感无处不在，消费者在不同的生活场景中可能会体验到不同程度的权力感，在网络环境下也是如此。比如，拥有天猫某品牌旗舰店的白金会员卡、网店客服的热情周到的服务可能激发高权力感，必须参与限时抢购才能买到某产品时可能激发低权力感。近年来，权力对消费行为的影响开始受到关注，研究显示权力状态会影响人们的心理，如控制感[2]、有竞争力的感觉[3]、优越感[4]。权力感也会影响消费者的行为，如补偿性消费[5]、消费者选择偏好[6]、对价格不公平的感知[7]、对社会影响的抵制[8]、对时间拟人化的感知[9]等。然而，权力感作为一种常见的消费者心理特质，其对品牌态度的影响却受到较少的关注。本研究则以网络环境下消费者面临复杂的品牌信息为背景，探究权力感对品牌态度的影响路径。

影响品牌态度的重要因素之一是信息，众多学者探讨了网络信息如网络口碑、在线评论等对品牌态度的影响[10]。选择性信息处理的文献研究发现，消费者面临大量信息时通常会进行选择性信息处理，选择依赖与自己认知一致的信息来对品牌做出判断，而忽视与认知不一致的信息[11,12,13]，具有不同认知的个体会有不同的信息依赖倾向，不同的信息依赖倾向形成不同的品牌态度。另外，消费者的选择性信息处理过程会受到认知闭合需要的调节，相对于低认知闭合需要的个体，当认知闭合需要较高时，个体在进行选择性信息处理时会更加依赖与认知一致的信息[14,15]。

在选择性信息处理的过程中，具有不同认知的个体会依赖不同的信息类型来对品牌做出判断。而权力的接近-抑制理论表明高权力感和低权力感的个体在认知、目标和行为倾向等都存在差异，这种差异可能使不同权力感的消费者的信息依赖倾向不同。因此，本文推测权力感是通过影响个体的信息依赖倾向来影响品牌态度的，尝试回答以下问题：①消费者的权力感对信息依赖倾向及品牌态度的影响机制②信息依赖倾向的中介作用 ③认知闭合需要的调节作用如何。

文献综述

权力的接近-抑制理论

权力显示了不同群体之间、不同个体之间的相依状态和对有价值资源的不对称控制[16]。一方面，权力具有社会属性，涉及社会比较和互动；另一方面，权力还具有个体属性，体现个体不收他人影响，顺利完成行动或得到他所想得到的东西的能力 [4]。不同的情境可影响个体的权力感，不存在一直处于高权力感状态或低权力感状态的个体。例如，CEO 在决策年度预算时会体验到高权力感，而面对排队等候可能感到权力感缺失。

Keltner[1]提出了接近-抑制理论（approach-inhibition theory）解释了权力感知不同的个体在行为和偏好上的差异。接近-抑制理论指出，高权力感者是接近倾向的，会体验到更多的正性情绪（如好心情、自豪感等），更多关注到与奖赏或收益（如美食、成就等）有关的方面，可得到的收益和机遇的呈现可以激发他们的积极行动。高权力感者倾向于采用启发式加工来解读环境信息[16]。相比之下，低权力感者随着时间的推移会表现出抑制倾向，会体验到更多的负性情绪（如心情差，恐惧感等），关注与惩罚和威胁有关的方面，规避风险和损失，对别人的意向、态度和行为常做出保守的判断 [1,16]。

权力的接近-抑制理论解释了消费者的选择策略。高权力感者通常采取根据优点决定购买哪一个的选择策略（称为选择策略,selecting strategy）[8]；低权力感者采用根据缺点从备选集中删掉不喜欢的选项直至剩下最后一个的选择策略（称为拒绝策略,rejecting strategy）[7]，两种策略对消费者选择什么样的产品,对产品的态度,购买决策的准确性,决策的难易感知有显著的影响[17]。另外，权力的接近-抑制理论解释了权力的抽象性假设。Smith & Trope[18]证实了权力的抽象性认知假设，认为与低权力者相比，高权力者以更抽象的方式加工信息，以探查结构和关注核心特征的方式提取主旨；而低权力者以具体的思维方式加工信息，关注细节。

信息依赖倾向与认知闭合需要

根据选择性信息处理的相关文献，本文将信息依赖倾向定义为个体在对信息进行选择性处理时，依赖特定类型的信息作出判断或决策的倾向。当个体对

与自己认知一致的信息依赖倾向高时，可使决策与自己的信仰和态度保持一致，但可能会忽视一些事实；而对与自己认知不一致的信息依赖倾向高时，会让个体体验到认知失调，但会让他们看到真实的东西。与认知一致的信息指个体偏好的信息类型，或者能支持个体已有的观点和假设的信息[17]。

关于选择性信息处理的研究大都是基于认知失调理论。根据认知失调理论，当被拒绝选项的优点凸显时或已接受的选项的缺点凸显时，个体会体验失调感[11]。选择性信息处理则是减少认知失调的重要方式。研究表明，如果选择是不可逆转的，或个体很坚守已有的观念时，个体对与认知一致的信息的依赖倾向更高，对与认知不一致的信息的依赖倾向更低[12]。另外，面临复杂信息时，与认知一致的信息处理起来更容易，这类信息会凸显出来，而与认知不一致的信息处理起来较困难，这也使得个体对与认知一致的信息的依赖倾向更高，忽视不一致信息[19,20]。例如，认为质量和价格之间有很强的关系的个体会更加关注高质高价产品或者低质低价产品，而忽视那些低质高价或者低价高质的产品[13,21]。

个体的选择性信息处理过程主要受到信息载荷、认知闭合需要以及信息呈现形式的调节[13]。在网络环境下，消费者面临的品牌信息的信息载荷通常较高，且信息呈现方式无序，因此主要考虑认知闭合需要对选择性信息处理过程的影响。认知闭合需要指个体应对模糊性时表现出的给某个问题找一个明确答案的动机和愿望[22]。根据认知闭合需要理论，当认知闭合需要为低时，个体对不确定情形容忍度高，不仅对与认知一致的信息的依赖倾向高，还积极主动地接收新的与认知不一致的信息[23]。当认知闭合需要为高时，个体对不确定情形容忍度低，为了消除模糊性所带来的压力和焦虑，对与认知一致的信息的依赖倾向高，并立刻做出决策或确定行动方向（速达效应），有意无意地排斥新信息，尤其是与认知不一致的信息（凝固效应）[24]。

信息与品牌态度

信息的种类包罗万象，比如在线评论、企业微博、官方网站信息、熟人的建议等。关于网络信息对品牌态度的研究主要集中在网络口碑上面。国内外很多学者把口碑分为正面口碑和负面口碑[29]。实证研究表明, 不同的口碑类型对消费者的品牌态度的影响不同。一方面，正面的网络口碑让消费者感知到利益，有更好的品牌态度，而负面口碑让人感知到损失或者不可行，产生较差的品牌态度[30,31,31,33]。另一方面，部分学者认为，消费者通常会认为负面信息比正面信息更具判断性价值，所以才会在购买决策时更多地依赖负面信息[34,35,36]。

通过文献回顾发现，学者们对权力感对消费行为的影响，关于它如何影响消费者的选择性信息处理及品牌态度还存在欠缺。为此，本研究以网络环境为背景，以消费者需要对高信息载荷且无序化的品牌信息进行处理以形成一定的品牌态度为前提，以权力的接近-抑制理论为基础，探究不同权力感的消费者在

选择性信息处理过程中对不同信息类型的依赖倾向，这种信息依赖结果又对品牌态度产生怎样的影响。另外，我们还探究影响选择性信息处理过程的重要的调节变量认知闭合需要对这一信息处理和判断过程的调节作用。

研究框架与假设

本文研究的核心是探究权力感对消费者选择性信息处理及品牌态度的作用。品牌态度受到消费者关注的信息类型的影响，如果更多依赖正面信息，品牌态度更好，反之较差。权力感的高低将影响消费者的信息依赖倾向，进而影响品牌态度。认知闭合需要理论提出，高认知闭合需要会使消费者更加依赖自己偏好的信息类型，可能对权力感与信息依赖倾向之间关系的调节作用。因此，本文的研究框架如图 1 所示。

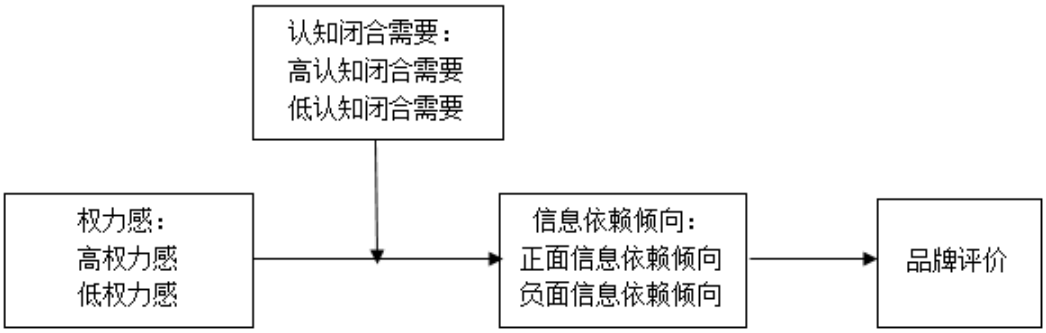


图 1 研究框架

权力感对信息依赖倾向的影响

根据接近-抑制理论，体验到高权力感时会激活个体的接近目标，表现出接近倾向。个体更加关注事物的正面特征[1]，事物的正面特征会凸显出来，倾向于采用根据优点决定购买哪一个的“选择策略”，采用抽象性认知方式和高解释水平解读信息[37]，更加注重愿望性属性。而正面信息表达了品牌的正面特征、能为消费者带来的收益或愿望性属性，是消费者选择的理由，这类信息与高权力感的认知一致。选择性信息处理相关的文献表明，个体对与认知一致的信息的依赖程度大[13]，与认知不一致的信息更容易被忽视[11]。因此，高权力感者会更加依赖正面信息。

同样地，体验到低权力感时会激活个体的抑制目标，表现出抑制倾向。个体更加关注选项的负面特征，倾向于采用根据缺点从备选集中删掉不喜欢的选项直至剩下最后一个的“拒绝策略”[17]，低解释水平的个体注重可行性属性[38,39]。而负面信息大都是品牌可能存在的风险或威胁，是消费者购买该产品或者服务的拒绝或者规避的理由，这类信息与低权力感的认知一致，拥有抑制目标的低权力感者会更加依赖负面信息。因此，我们提出假设：

H1：高信息载荷且信息无序情况下，高权力感的消费者比低权力感的消费

者对正面信息的依赖倾向更高，低权力感的消费者比高权力感的消费者对负面信息的依赖倾向更高；

认知闭合需要的调节作用

当个体表现出高认知需要时，速达效应使高认知闭合需要使个体关注较少的信息[21]，并且主要关注自己偏好的信息类型；凝固效应使个体通过关注自己偏好的信息类型形成一定的态度后，便拒绝接受新的信息[24]。这意味着高权力感不再花精力关注与偏好不一致的负面信息，低权力感不再花精力关注正面信息。当个体表现为低认知闭合需要时，个体对模糊情境容忍度高[23,25]，不急于形成一个明确地判断，有强烈的动机进一步搜集和思考，并会积极接纳新的信息[26]。此时，高权力感者关注了正面信息之后还会有动力去进一步搜集与偏好不一致的负面信息，以帮助自己做更好的决策；同样，低权力感者关注了负面信息之后也会有动力去搜集正面信息。所以，我们提出假设：

H2：当消费者表现出高认知闭合需要时，高权力感者对正面信息的依赖倾向增强，低权力感者对负面信息的依赖倾向增强。

H3：当消费者表现出低认知闭合需要时，高权力感者对正面信息的依赖倾向减弱，对负面信息的依赖倾向增强；低权力感者对负面信息的依赖倾向减弱，对正面信息的依赖倾向增强。

信息依赖倾向对品牌态度的影响

当消费者更多的关注到正面信息时，会了解该品牌能给人带来的利益，增加对该选择的愿望性评估，体验到更多的正性情感，会对该品牌产生比较好的印象，给与较高的评价，当消费者更多的关注到负面信息时，会了解该品牌阻碍可行性的方面，降低对该选择的可行性评估，会对该品牌产生比较差的印象，给与较低的评价。因此，我们提出假设：

H4：正面信息依赖倾向正向影响消费者的品牌态度；负面信息依赖倾向负向影响消费者的品牌态度

实验设计

我们选取 180 位来自多个省的学生和社会人士参加实验。共收集了 174 份问卷，有效份数为 162 份；56.7%为女性，69.7%为学生。根据 2013 网购调查结果，67.9%的网购者的年龄在 18 到 30 岁之间，收入在 1000 到 5500 之间，学生占多数，因此，我们的样本有代表性。

情境设计

研究采用情境模拟的实验法来验证假设，设计了 2（权力感：高，低）×2（认知闭合需要：高，低）的组间因子设计，由于样本量较大，我们假定高认知闭合需要的个体和低认知闭合需要的个体随机分布实验组中，实际只需要分为两个实验组。问卷由三个部分构成，包括权力感的启动、个体的信息依赖倾

向和认知闭合需要的测量。鉴于角色扮演的方式启动权力感在以往相关研究中很有效[9,40,41]。在本实验参考 Rucker 和 Galinsky[17]角色扮演方法,将被试随机分为两组,分别扮演拥有较多权力（老板）或没有权力（雇员）的角色来操纵权力感状态，在操纵后被试立即回答他们所感觉到的权力感。随后让被试想象自己为做出某消费决策而在网上搜寻信息，看完我们提供的信息后，测量被试对哪类信息更加关注。最后，我们让被试完成认知闭合需要的量表及个人信息。

变量测量

认知闭合需要的测量则使用了 Houghton 和 Grewal[42]所开发的二十个条目。对信息依赖倾向的测量，我们在 Yeosun Yoon [27]测量的基础上增加了两个问项，共四个问题来测量消费者对正面信息和负面信息的依赖倾向。然后，我们采用 Keller [43]设计的消费者品牌态度问卷，共 4 个题项，题目包括“该品牌非常好”、“该品牌非常有吸引力”、“该品牌是令人赞许的”、“该品牌是值得期待的”。

数据分析

变量的操控检验

在“高权力感”组，被试体验到高权力感（M=5.82）；在“低权力感”组，被试体验到高权力感（M=2.32）；因此，对权力感的操控是成功的。我们对认知闭合需要量表进行了信度和效度检验，Cronbach’s α 系数为 0.854，因此，该量表具有较好的信度。该量表由 Houghton & Grewal[42]开发，现已被广泛运用[44,45,46]，因此该量表具有较好的效度。

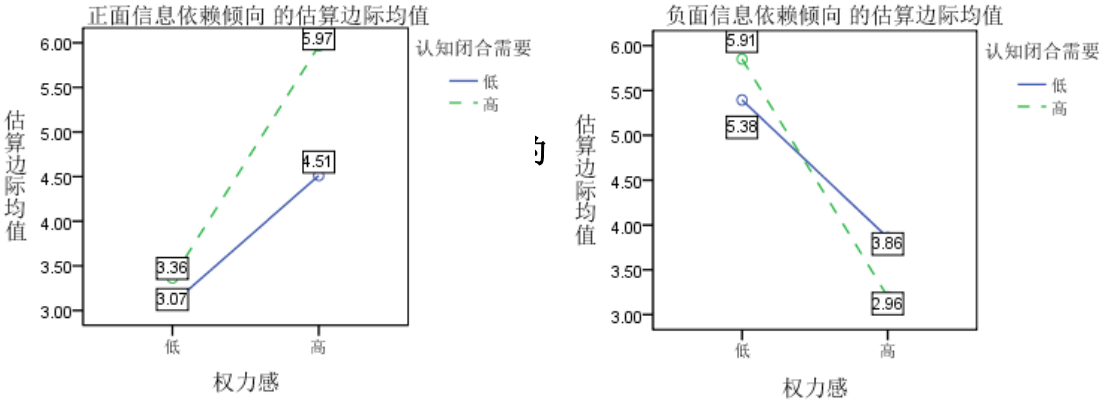
权力感对信息依赖倾向的影响

通过单因素方差分析对比了不同操控组中的被试的信息依赖倾向。结果显示，高权力感与低权力感的被试对正面信息的依赖倾向具有显著差别（F（158）=79.661,p<0.001；$M_{高权}$=5.21,$M_{低权}$=3.23）；二者对负面信息的依赖倾向也有显著差别（F（158）=112.619,p<0.001；$M_{高权}$=5.64,$M_{低权}$=5.64）。高权力感被试比低权力感被试对正面信息的依赖倾向更高，低权力感者比高权力感者对负面信息的依赖倾向更高，因此，H1 得到验证。

认知闭合需要的调节效应分析

本文采用中值分半法（中值为 4.25）将被试的认知闭合需要划分为高认知闭合需要组和低认知闭合需要组。双因素方差分析显示，对于正面信息依赖倾向而言，权力感和认知闭合需要的交互作用显著（F（l，158）=8.027，p=0.005）。具体分析显示，高权力感被试在高认知闭合需要水平下对正面信息依赖倾向为 5.97，在低认知闭合需要水平下对正面信息依赖倾向为 4.51，两者具有显著差异（F（89）=4.058,p=0.048）；低权力感的被试在两种认知闭合需要水平下对正面信息依赖倾向没有显著差异（$M_{高闭}$=3.36,$M_{低闭}$=3.07）（见图 2）。

对于负面信息依赖倾向而言，权力感和认知闭合需要的交互作用显著（F（l，158）=12.856，p<0.001）。具体分析显示，高权力感被试在高认知闭合需要水平下对负面信息依赖倾向为 2.96，在低认知闭合需要水平下对负面信息依赖倾向为 3.86，两者具有显著差异（F（89）=9.895,p=0.002）；低权力感被试在高认知闭合需要水平下对负面信息依赖倾向为 5.91，在低认知闭合需要水平下对负面信息依赖倾向为 5.38，两者具有显著差异（F（73）=4.058,p=0.048）（见图 3）。综合上述分析结果，H2 和 H3 得到支持。另外，认知闭合需要对于信息依赖倾向的变化值没有显著的主效应 F（l，158）=1.06，p=>0.1），认知闭合需要本身不能解释消费者的信息依赖倾向的变化。



影响

自变量信息依赖倾向为连续变量，因变量品牌态度为连续变量。回归分析表明，正面信息依赖倾向对品牌态度有着显著的正向影响（coef.=0.54,T=,Sig.<0.001）；负面信息依赖倾向对品牌态度有着显著的负向影响（coef.=-0.50,T=-7.24,Sig.=0.001）。根据上述分析结果，H2 和 H3 得到支持。

信息依赖倾向的中介作用分析

消费者的权力感对品牌态度的作用多大程度上是因为权力感影响了消费者的信息依赖倾向，这是我们需要检验的。我们参考温忠麟等[47]提出的中介作用检验程序，通过五次回归分析,分别考察自变量（权力感）、中介变量（正面信息依赖倾向和负面信息依赖倾向）和因变量（品牌态度）之间的因果关系,回归结果整理后得表 1。

表 1 回归分析结果

模型	模型 1 品牌态度	模型 2 品牌态度	模型 3 品牌态度	模型 4 品牌态度
	Coef. T Sig.	Coef. T Sig.	Coef. T Sig.	Coef. T Sig.

权力感	0.64 10.56 <0.001			0.38 4.29 <0.001
正面依赖		0.54 8.10 <0.001		0.27 3.75 <0.001
负面依赖			-0.50 -7.24 0.001	-0.16 -2.04 0.043
R^2	40.7%	29.1%	24.7%	46.8%

结果表明，权力感对品牌态度具有显著影响。进行回归时，我们将高权力感设为 1，低权力感设为 0，因此权力感对品牌态度的正向作用表示高权力感的被试比低权力感的被试对品牌的态度更好。模型一显示权力感对品牌态度有显著影响（$\beta_{权}$=0.64，t=10.56,p<0.001）。模型二显示正面信息依赖倾向对品牌态度具有显著的正向作用（$\beta_{正}$=0.54，t=8.10,p<0.001）。模型三显示负面信息依赖倾向对品牌态度具有显著的负向作用（$\beta_{负}$=-0.50，t=-7.24,p=0.001）。模型四分析了权力感和信息依赖倾向对品牌态度的作用，结果表明正面信息依赖（$\beta_{正}$=0.27，t=3.75，<0.001）和负面信息依赖倾向（$\beta_{负}$=-0.16，t=-2.04，p=0.043）具有显著作用，而权力感对品牌态度的作用明显减弱（$\beta_{权}$=0.38，t=4.29，p<0.001）。综合四个模型的分析结果说明，信息依赖倾向是权力感对品牌态度的部分中介变量。

结论

本文的贡献在于进一步了解了权力感对消费者行为的影响，并且提供了一个新的研究消费者选择性信息处理和品牌态度的视角，为企业实现更好的信息管理和提升顾客品牌态度、实现顾客满意提供参考。文章首先分析了高低两种的权力感如何影响消费者的信息依赖倾向，其结果与接近-抑制理论一致。高权力感者更关注事物的正面特征，表现出更强的正面信息依赖倾向，从而产生较好的品牌态度。低权力感者更关注事物的负面特征，因而表现出更强的负面信息依赖倾向，产生较差的品牌态度。然后，我们研究研究了个体认知闭合需要对权力感的效应的调节作用。高认知闭合需要使个体不愿进一步搜集信息，增强了权力感对信息依赖倾向的影响，低认知闭合需要水平使个体有强烈的动机进一步搜集信息减弱了权力感对信息依赖倾向的影响。最后，我们检验了信息依赖倾向对品牌态度的影响。结果显示，人们对正面信息关注越多，越多地了解品牌能带来的益处，越可能形成较好的品牌态度；而关注负面信息越多，越多地了解品牌带来的威胁，则对品牌态度较差。

本研究对电商企业更好的进行品牌管理具有一定的借鉴作用。首先，企业应该尽量激发个体的高权力感，提供周到的服务让顾客产生 “VIP 客户”的感觉，改善环境因素（如网页设计）增加个体的权力感；其次，还可以采用合理的技术识别出个体权力感的高低。权力感受到社会地位、职位、教育背景、收

入等因素的影响，企业可通过数据库技术了解顾客的特质；最后，认知闭合需要与权力感的交互效应影响了信息依赖倾向和品牌态度。对于高权力感者而言，电商企业应该“趁热打铁”，激发他们的高认知闭合需要，比如制造时间压力来提高认知闭合需要。相反地，对低权力感者，则尽量降低他们的认知闭合需要水平。企业可以通过操纵环境变量来在短期内影响个体的认知闭合水平。已有研究发现，时间压力（Webster & Kruglanski, 1998）、环境噪音（Kruglanski & Webster, 1991）等都会在短期内提高人们的认知闭合水平，并导致其判断和决策发生改变。

本文局限体现在以下方面：其一，研究方法局限，本研究采用情境模拟法来测量，顾客的感知可能有差异，以后的研究中可以通过仿真实验，使情境更加真实。其二，本文数据收集局限在中国，数据结果可能受到文化价值观的影响，未来研究中可考虑个人的文化倾向对结果的影响。

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网上补偿框架对感知补救公平的影响

----负面情绪和失败严重程度的调节效应研究

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摘要

根据框架效应理论，本文界定了网上补偿框架，将其分为积极补偿框架和消极补偿框架。通过实验发现，相对于积极补偿框架（赠送），消费者对消极补偿框架效（打折）的感知补救公平更高。另外，消费者的负面情绪（愤怒和无助）和失败严重程度对网上补偿框架的效应起到调节作用。结果表明，相对于消极补偿框架而言，体验到无助情绪的消费者对积极补偿框架的感知公平更高；相对于积极补偿框架而言，体验到愤怒情绪的消费者对消极补偿框架的感知公平更高。当严重程度较高时，消费者对消极补偿框架的感知公平更高；当严重程度较低时，相对于消极补偿框架，积极补偿框架没显著增强消费者的感知公平。

关键词：补偿框架；负面情绪；失败严重程度；感知补救公平

引言

随着电子商务的发展，网购给消费者带来便利的同时也不可避免地会发生服务失误的问题，比如：网上定价错误、网点客服态度恶劣等。在网络环境下发生服务失败后，服务失败事件可被迅速地传播开来，给企业带来的负面口碑和金钱损失等损失要大大超过实体店发生的服务失误。发生网上服务失败后，企业通常会采取多种不同的方式来补救。比如：为购买的商品打折、送代金券、送礼品、免费办会员卡、道歉等。通过对常用的补救措施进行分析发现，在网络环境下出现服务失败的时候，对消费者进行物质补偿的情况最多。网上的补偿措施大致可分为打折和赠送两种形式。

“打八五折”可以减少消费者的支出，而“赠送 50 代金券”增加了消费者的收益。内容相同的信息以不同的方式呈现，会让个体对此信息的感知和偏好不同，这种现象就是“框架效应”[1]。由于打折可为消费者减少支出，强调“减少损失”；而赠送给消费者带来了收益，强调“额外获得”，消费者面临者两种类型的补偿时就相当于面临两种不同的补偿框架。框架效应理论认为，行动或行为目标时被框定的，积极框架强调“得”的目标，消极框架强调“失”的目标[2]。打折相当于消极补偿框架，赠送相当于积极补偿框架。以往对打折和赠送两种不同的目标框架的研究大多集中在促销领域，通常将两种框架与消费者特质结合起来

研究。但学者们对两种框架在服务补救情形下的运用效果却缺乏关注。服务补救情形跟促销存在很大区别。促销情形中，个性特质、促销环境等因素对消费者对两种框架的感知影响更显著；而在服务失败场景中，服务失败严重性、因服务失败而产生的负面情绪等因素可能对消费者对服务补救措施的评价影响更大。因此，我们有必要研究消费者对两种补偿框架的感知差异。

当补偿力度相同时，打折和赠送这两种补偿形式的框架效应分别会对消费者的感知补救公平产生怎样的影响，是否与框架效应的研究结论一致？服务失败后消费者体验到的负面情绪和服务失败的严重程度会怎样改变补偿框架与感知补救公平之间的关系？本文则尝试回答这些问题。本研究采用框架效应理论对比分析了积极补偿框架和消极补偿框架的效果差异，基于消费者的负面情绪的视角，探讨了消费者的负面情绪和失败严重程度对感知补救公平的影响，从理论上解释了补偿框架效应与负面情绪的匹配关系，为电商企业提供服务补救策略的建议。

文献综述

网上补偿框架

框架效应是指当同一信息以不同的方式呈现时，个体对此信息的感知和偏好不同[1]。例如：当面临低值品促销时，消费者对以比例形式呈现的促销的评价会高于对以金额形式呈现的促销[3]。框架效应最早由 Kahneman 和 Tversky[1]提出，他们认为信息的框架呈现形式可以分为两类：积极框架和消极框架，积极框架强调“获得”或者“无获得”，而消极框架强调“损失”或者“无损失”，信息的呈现方式对人们决策的风险偏好产生影响。Kahneman 和 Tversky[1]提出的前景理论很好地解释了人们在不同情境中的信息框架偏好和风险偏好，前景理论认为，当人们面临收益情境时，会变得保守，更倾向于规避风险，尽量减少损失，其观点是“二鸟在林，不如一鸟在手”；而当人们面临损失的情境时，更倾向于冒风险。

框架效应分为风险选择框架(risk choice framing)、属性选择框架(attribute framing)和目标框架(goal framing)，分别有不同的机制和结果。风险选择框架指风险程度的描述方式会影响个体的选择结果[1]。属性框架指对事物采用积极框架或是消极框架描述会影响人们对该物体或事件的喜爱程度。例如，相对于将牛肉描述为“含有 75%瘦肉和 25%肥肉”, 人们更喜爱“有 75%瘦肉的牛肉”(积极框架描述)的牛肉[2]。目标框架效应指信息的说服力受到强调做某事能带来的积极结果或者不做某事所带来的消极结果的影响[2]。在目标框架效应中,相对于积极框架，采用消极框架来强调不做某事带来消极结果时更具说服力[2]。

如果消费者得到的补偿量不变，那么对不同方式呈现的补偿措施的接受程度与决策框架类似。“目标框架”指某种行动或行为的目标时框定的，积极框架强调“得到”目标，消极框架强调“失去”的目标。本研究将“网上补偿框架”界定

为以消费者从企业获得的补偿为基础，以提高消费者的感知补救公平和补救满意度为目标，企业采取不同的网上补偿方式。其中，消费者渴望获得更多的补偿和收益而接受的补偿方式称为“积极补偿框架”，消费者为了减少遭受服务失败的损失而接受的补偿方式称为“消极补偿框架”。由此，企业会采取赠送是积极补偿框架，凸显的是“收益”信息；打折是消极补偿框架，凸显的是“避免损失”的信息。

消费者负面情绪

当企业不能按照消费者的期望提供服务使消费者产生不满的时候，服务失败就发生了[4]。服务失败使消费者遭受了损失，很容易引起消费者的不满，产生负面情绪。Westbrook[5]将消费者情绪界定为“在产品使用或消费过程中所引发的特定的情绪反应”。服务失败更容易引发消费者的负面情绪，比如愤怒、沮丧或无助等负面情绪，且不同类型的负面情绪产生的原因和影响结果存在差异。消费者负面情绪可以分为回顾型和展望型两种，常见的负面情绪为愤怒和无助。

愤怒属于回顾型情绪，是基于对过去事件的效价评估而产生的负面情绪体验[6]。部分消费者遭遇服务失败后会对失败进行归因，自利偏见使得消费者倾向于将失败归因于他人而不是自己，责怪他人的错误，认为是他人的错误给自己造成损失时容易产生愤怒[7,8]。愤怒被认为是服务失败后的主要情绪反应之一，大量研究表明，愤怒是当消费者将服务失败归因于企业后的典型反应[9,10]。无助属于展望型情绪，是消费者基于对事情在未来是否可被控制的评价而产生的，即消费者预期正面结果难以在未来达成或者负面结果难以避免时产生的情绪[11]。体验到无助情绪的人会认为现在的情形（如服务失败）在未来难以被改变，认为自己或者他人很难排出现有的障碍[12]。

愤怒情绪的消费者会产生摆脱当前负面结果的动机和行为，更可能采取报复行为，如：转换购买、负面口碑等[10,13]；无助情绪的消费者更可能采取第三方投诉、企业抱怨等方式来解决问题[14]。另外，研究发现，充满希望的解释可以减少无助感，因为这让他们看到的厌恶的状况被改变的可能性[15]。他们会利用企业提供的信息来重新评估问题被解决的可能性，增加了对未来积极的、愿望性的思考。

服务补救与感知补救公平

消费者的负面情绪会影响其态度和行为。因此，企业需采取补救措施来化解服务失败对消费者的不良影响。服务补救是企业服务失败发生后为恢复消费者的满意而采取的行动[16,17]。常见的服务补救措施有补偿、更正、道歉和解释等，其中，补偿是最为有效的补救措施，对消费者的态度和行为影响最大[18]。

企业的补偿措施将直接影响到消费者服务感知补救公平的评估。感知补救

公平是衡量服务补救成功与否的重要标志之一，顾客一般是通过感知到的公平性来评价企业的服务补救努力的[4]。 研究者们基本都认为补救公平包含三个维度，即：结果公平（distributive justice）、程序公平（procedural justice）和互动公平（interactional justice）[19]。结果公平就是服务企业要给顾客相应的补偿，使他们遭受的损失能得到补偿[19]，如：打折、送优惠券等[20]。程序公平是顾客感知的服务企业在进行服务补救时采取的政策、标准和程序的公平性[21]。如：事情被快速的处理。互动公平指的是个体感知到的他人对待自己的态度和行为的公平性[22]，如：被礼貌地、真诚地对待、道歉等[19,23]。

补救公平对消费者后续的态度和行为有很大的影响。补救公平会影响消费者对企业的信任和承诺，继而影响消费者满意度、再购意向和推荐意向等行为[19,24,25,26,27]。可见，感知补救公平是服务补救措施与消费者补救满意、重购意向的重要中介，提高消费者的感知补救公平是非常必要的。

研究假设

网上补偿框架对感知补救公平的影响

在网络环境下，企业发生服务失败后采取的补偿框架是以提高消费者感知补救公平、实现消费者补救满意的目标框架。积极补偿框架赠送凸显的是“收益”信息，消极补偿框架打折凸显的是“减少损失”的信息。在这个框架中，消费者可能因为积极框架可满足其获得利益的目标而对积极框架的感知公平程度更高，也可能因为消极框架可满足其减少损失的目标而对消极框架的感知公平程度更高。

根据前景理论，当消费者面临同等的获得与减少损失时，消费者一般倾向于规避风险，减少损失，更喜欢减少损失的策略[1]。将前景理论用于补救研究，同等的获得与减少损失的补偿会让消费者有不同的感知，赠送是强调“增加获得”的补偿，而“打折”是强调“减少损失”的补偿。因此，消费者对消极的补偿措施评价更高，消极的补偿措施能让消费者体验到更高的感知补救公平。基于此，提出如下假设：

H1：网上补偿框架会影响消费者感知补救公平，不同的网上补偿方式对消费者感知补救公平的影响效果不同：相对于积极补偿框架（赠送）而言，消极补偿框架（打折）更能提高消费者的感知补救公平。

负面情绪对网上补偿框架效应的影响

古人云，“怒伤肝，忧思伤脾”。可见，负面情绪对个体的伤害很大，当个体体验到负面情绪时，会进行情绪调节。情绪调节指个体尽可能少地受消极情绪所左右，主动地有目的地控制有关内部生理体验、认知、以及外显行为的强度与持久性，以达到适应社会的目的。Gross[28]将情绪调节策略分为认知重评（cognitive reappraisal ）和表达抑制（expression suppression）两类。认知重评

指从认知上改变个体对情绪事件的理解，从而改变其情绪状态。表达抑制是指对将要发生或正在发生的情绪表达进行抑制[29]。

服务失败后，企业采取的补救措施可促使消费者进行认知重评，消费者对能修复其负面情绪的补救措施会评价更高，负面情绪也得到修复。根据情绪调节理论，我们认为负面情绪和补偿框架之间存在匹配性。愤怒是回顾型情绪，是基于对过去事件的效价的评估而产生的，体验到愤怒的个体对过去的事件耿耿于怀，关注过去事件带给自己的损失，能够弥补过去损失或者减少损失的策略则正好能“对症下药”，降低消费者的愤怒情绪。而消极补偿框架强调“减少损失”的信息，因而消极补偿框架对愤怒情绪的缓解作用更大，因而消费者对消极补偿框架的感知公平程度更高。无助属于展望型情绪，是个体基于对事情在未来是否可被控制的评价而产生，个体更加关注未来，事情是否能够得到解决，关注是否能够得到补偿，能够使个体获得补偿的策略更能够降低个体的无助情绪。积极补偿框架强调“获得”的信息，对无助情绪的调节更有效，因而对消极补偿框架的的公平程度更高。因此，我们提出假设：

H2:不同的网上补偿框架对体验到不同负面情绪的消费者的感知补救公平的影响效果不同。

H2a：相对于消极补偿框架而言，体验到无助情绪的消费者对积极补偿框架的感知公平更高。

H2b：相对于积极补偿框架而言，体验到愤怒情绪的消费者对消极补偿框架的感知公平更高。

服务失败严重程度对网上补偿框架效应的影响

得到或失去的绝对数量会影响个体对损失的规避程度。当得到或失去的绝对数量较大时，个体会倾向于规避损失，不愿冒风险，对强调“减少损失”的策略更敏感。而当得到或失去的绝对数量较小时，个体对损失的规避程度会降低，对强调“获得”的策略的敏感程度增加[30,31]。当服务失败的严重程度较高时，表明消费者遭受的损失的绝对数量较大，此时个体对“减少损失”的策略更敏感，对减少损失的措施评价更高；当服务失败的严重程度较低时，消费者的损失的绝对数量较少，个体对“获得”的策略更敏感，对增加获得的措施评价更高。因此，本研究提出如下假设：

H3 当服务失败严重程度不同时，不同的网上补偿框架对消费者感知补救公平的影响效果不同。

H3a：当服务失败严重程度较低时，相对于消极补偿框架（打折）而言，积极补偿框架（赠送）对消费者感知补救公平的影响更大。

H3b：当服务失败严重程度较高时，相对于积极补偿框架（赠送）而言，积极补偿框架（打折）对消费者感知补救公平的影响更大。

根据以上假设，确立了本文的研究框架模型，如图 1 所示。

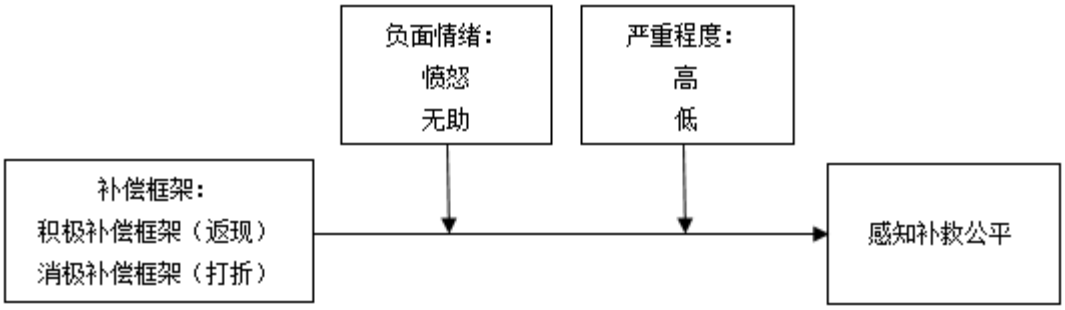

图 1 研究框架

研究设计

本文采用情境实验法验证假设，实验分为前测和正式实验。前测主要检验了补偿框架设计的有效性以及严重程度的合适度，选定了补偿的力度水平。正式实验收集了 320 份问卷，其中有效份数为 284 份，53.5%为女性，46.5%为男性，68.6%为学生，31.4%为社会人士。根据 2012 网上购物调查报告结果，网购群体中，61.5%的网购者的年龄在 18 到 30 岁之间，收入在 1000 到 5000 之间，学生占大多数，因此，我们的样本有代表性。

情境设计

研究采用实验法来验证假设，我们设计了 2（补偿框架：积极，消极）×2（负面情绪：愤怒，无助）×2（严重程度：高，低）的混合设计，补偿框架和严重程度采用组间设计，负面情绪采用组内设计。在分析时，不使用三阶交互效应，而是进行两次双因素分析，在进行 2（补偿框架：积极，消极）×2（严重程度：高，低）的分析时，可假定不同负面情绪的个体随机分布在样本中。

在补偿框架设计方面，对补偿的描述分别为：积极框架——“继续按原价 12350 元购买该产品的话，将获得 3705 元的现金返还”；消极框架——“继续按原价 12350 元购买该产品的话，我们将为您打折，您可按原价的 7 折购买该产品”。在严重程度的设计方面，我们通过前测发现“购买原价 12350 元的电脑出现服务失败”是大家认为服务失败严重程度较高的情况，而“购买原价 20 元的菜刀时出现服务失败”是严重程度较低的情境。情境设计根据网上的服务失败事件改编而来

变量测量

（1）补偿框架：我们借用 Diomond 和 Johnson[32]对促销感知的测项来测量消费者对补偿方式的属性感知，参与者根据一个七分量表对补偿信息进行评价，题目为“我认为商家提供原价的 7 折购买给我的第一感觉是什么”（1 代表“它能为我减少花费”，7 代表“我获得了额外的利益”）。

（2）严重程度：采用问项“您认为此次服务失败的严重程度如何？”来测量

感知的服务失败严重程度。

（3）负面情绪：我们采用 Gelbrich[33]的 3 个题项来测量消费者的愤怒情绪，包括“我对该服务的失败感到很愤怒，面对这次的服务失败我很生气，我对企业的行为感到很恼火”；采用 Gelbrich（2010）的 4 个题项测量无助情绪，包括“我会感到无助，我会感到失落，我会感到无法捍卫自己的权益，我会感到束手无策”。

（4）感知补救公平：我们采用 Mattila & Patterson[20]的四个题项测量消费者的感知补救公平，包括“在解决我的问题时, 该企业准确给了我想要的，尽管定价出了问题,但是该企业解决问题的努力,使得我得到了积极的结果，考虑到企业的困难，最终我从该企业得到的补救结果是公正的，与我的问题相比,我从企业得到的补救结果很公平”。

数据分析

变量的操控检验

在“打折&高严重”组， “打折”被视为消极框架（$M_{框}$=1.98），服务失败严重程度较高（$M_{严}$=2.53）；在“打折&低严重”组， “打折”被视为消极框架（$M_{框}$=3.64），服务失败严重程度较低（$M_{严}$=5.09）；在“赠送&高严重”组， “赠送”被视为消极框架（$M_{框}$=5.60），服务失败严重程度较高（$M_{严}$=5.07）；在“赠送&低严重”组， “赠送”被视为消极框架（$M_{框}$=4.90），服务失败严重程度较低（$M_{严}$=3.80）；因此，对于补偿框架和严重程度的操控是成功的。

信度和效度分析

我们对负面情绪量表和感知补救公平量表进行了信度和效度检验，愤怒情绪量表的 Cronbach’s α 系数为 0.801，无助情绪量表的 Cronbach’s α 系数为 0.869，感知补救公平量表的 Cronbach’s α 系数为 0.814，因此，该量表具有较好的信度。该量表由 Gelbrich[33]开发以测量个体的一般负面情绪，被多次引用，因此该量表具有较好的效度。

主效应分析

本研究通过比较消极补偿框架（打折）和积极框架（赠送）两组被试的感知补救公平均值来验证假设 1，将感知补救公平的 4 个测项的均值作为感知补救公平值，然后，对两组被试的感知补救公平进行均值比较单因素方差分析结果表明，在消极补偿框架（打折）和积极补偿框架（赠送）下， 被试的感知补救公平的均值分别为 4. 63 和 4.19，且存在显著差异（F=4.856，p=0.028）。当消费者面临补偿时，消费者对打折这种补救措施的感知补救公平高于对赠送的感知补救公平。因此，H1 得到支持。

调节效应分析

1.负面情绪的调节效应分析

由于自变量网上补偿框架和调节变量负面情绪均为类别变量，相当于 2×2 组间实验设计，方差分析结果显示，网上补偿框架和负面情绪之间的交互作用显著（F（l，280）=40.76，p<0.001）。因此，负面情绪调节了网上补偿框架对感知补救公平的影响作用，H2 得到验证。

我们进一步分析负面情绪的调节效应，分别检验无助和愤怒这两种负面情绪对不同的网上补偿框架的感知补救公平差异。结果显示，对于无助情绪，网上补偿框架的主效应显著（F（l，134）=8.05，p=0.005）。从图 1 可以看出，积极补偿框架（赠送）（M=4.94）比消极补偿框架（打折）（M=4.11）更能促进无助的感知补救公平，假设 H2a 得到支持。而对于愤怒情绪而言，网上补偿框架的主效应显著（F（l，148）= 41.60，p<0.001），消极补偿框架（打折）（M=5.09）比积极补偿框架（赠送）（M=3.49） 更能促进愤怒的感知补救公平，假设 H2b 得到支持。

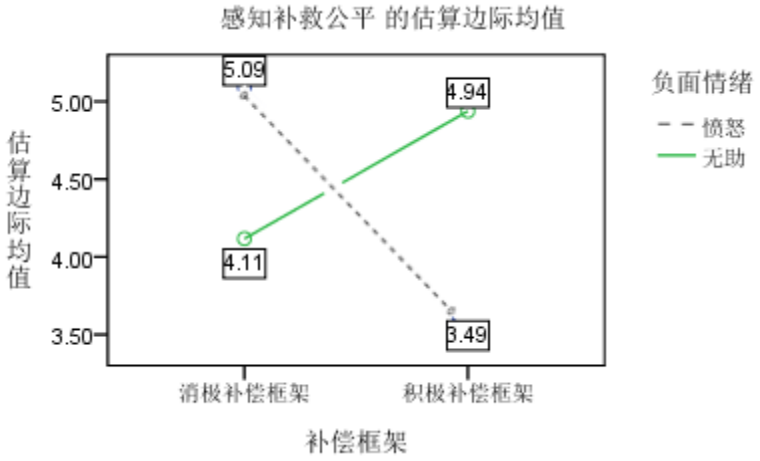

图 2 负面情绪的调节效应

2.严重程度的调节效应分析

自变量网上补偿框架和调节变量服务失败的严重程度均为类别变量方差分析结果显示，补偿框架和严重程度之间的交互作用显著（F（l，280）=13.77，p<0.001）。因此，严重程度调节了网上补偿框架对感知补救公平的影响作用，H3 得到验证。

进一步分析严重程度的调节效应，分别检验了高严重程度和低严重程度对补偿框架效应的影响。结果显示， 当严重程度较低时， 网上补偿框架的主效应不显著(F(l, 136)=0.142，p=0.880)，两种补偿框架均使消费者的感知补救公平较低，假设 H3a 没有得到支持。而当严重程度较高， 网上补偿框架的主效应显著(F(l，146)=30.08，p<0.001)， 从图 3 可以看出，消极补偿框架打折(M =6.04) 比积极补偿框架赠送(M=4.95) 更能促进被试的感知公平， 假 H3b 得到支持。

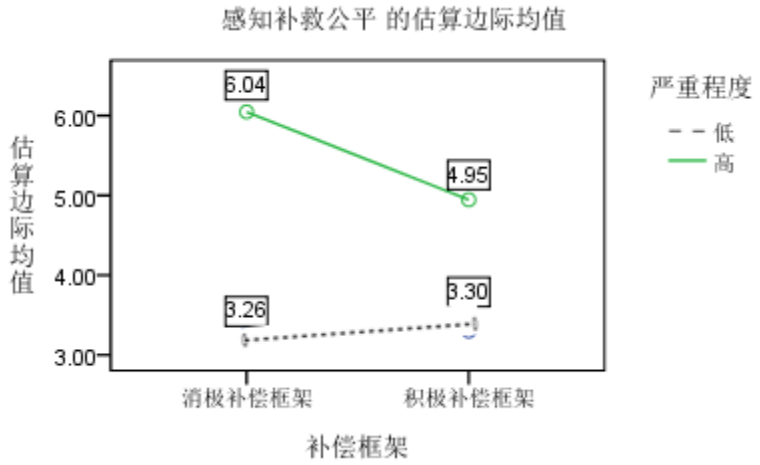

图 3 严重程度的调节效应

结论

结果与讨论

已有文献多从补救措施、补救及时性等方面研究他们对感知补救公平的影响，少有文献探讨补偿措施效果之间差异的，现有文献未探讨同一补偿力度下，如何最大化消费者的感知补救公平。本文的贡献在于提供了一个新的研究服务补救的视角，根据框架效应理论探讨了不同补偿框架对感知补救公平的影响，更重要的是，我们将消费者特质考虑进来，采用接近-抑制理论解释负面情绪对补偿框架效应的影响，验证了消费者的负面情绪对补偿框架效应的调节作用，为企业实现更好的补救成本管理和提升消费者感知补救公平、实现消费者满意提供参考。

本文首先分析了这两种不同的网上补偿框架如何影响消费者的感知补救公平，其结果与前景理论一致，框架效应在服务补救领域得到验证。（打折）是从减少消费者货币支出的角度吸引消费者，因此属于“避免损失”的消极补偿框架。（赠送）对消费者来说属于额外的增加，相当于企业送现金给消费者，是“促进得到”的积极补偿框架。本文结果表明，相对于积极补偿框架（赠送）而言，消极补偿框架（打折）更具有影响力即更能提高消费者的感知补救公平。然后，我们验证了消费者的负面情绪对补偿框架效应的调节作用，分析了不同负面情绪体验下，消费者对不同补偿框架形式的感知补救公平差异。本文认为负面情绪和对补偿框架的偏好直接存在匹配关系。无助情绪的消费者关注问题在未来能否得到解决，关注补偿“收益”，对积极补偿框架更敏感，因而对积极补偿框架的感知补救公平更高；而愤怒情绪的消费者对国务的损失气在心头，关注“避免损失”，对消极补偿框架更敏感，因而对消极补偿框架的感知补救公平更高。最后，我们分析了严重程度的调节效应。当严重程度较低时，消费者对打折补偿和减价补偿的评价没有明显差异，且该补偿的吸引力也较小; 而当严重程度较

高时，消费者对打折补偿的评价显著高于对减价补偿的评价。

管理启示

本研究验证了网上补偿框架效应，当补偿力度相同时，企业在可选择的补偿方式中，可选择强调“减少损失”的目标框架进行补偿，或以“减少损失”的信息框架呈现补偿信息。

对于不同负面情绪的个体而言，不同的网上补偿框架效果不同，电商企业可以采用合理的方式识别个体可能产生的负面情绪类型。个体的思维角度不同，产生不同的负面情绪。部分消费者产生愤怒情绪是因为他们喜欢在服务失败发生后对失败事件进行归因，且习惯于将错误归因于他人，对过去的失败的归因结果容易让个体产生愤怒；还有部分消费者产生无助情绪是因为他们更倾向于对事情的发展趋势做出判断，预测事情能否能到解决，能否获得补偿，当预期到不能得到很好的结果时容易产生无助情绪。企业可通过数据库技术跟踪消费者在网上的其他行为或者与消费者在网上互动来了解消费者的思维方式。在线交流的语言表达、消费者的评论或留言等可能体验出消费者的负面情绪类型。抱怨不休、说给自己的损失的可能是愤怒型的消费者，感叹企业想糊弄过去或者不理睬的可能是无助型的消费者。

在严重程度方面，企业在进行网上服务补救时，对不同严重程度的服务失败事件采取不同的补偿形式，不能一概而论。当严重程度较高时，相对于赠送而言，消费者更对打折的感知补救公平更高，企业可采取消极补偿框架来进一步提高补救效果。

本文局限

本文局限体现在以下方面：其一，研究方法局限，本研究采用情境模拟法来测量，消费者的感知可能有差异，以后的研究中可以通过仿真实验，使情境更加真实。其二，本文数据收集局限在中国，数据结果可能受到文化价值观的影响，未来研究中可考虑个人的文化倾向对结果的影响。本文只研究了网络服务补救措施中的一种——补偿措施，服务补救的方式有多种，如：道歉、赠送礼品、会员升级等，某些情况下，网上的服务补救效果可能是多种补救措施综合作用的结果，在实验中，应对其他补救因素加以控制。

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交易型社区的病毒式营销策略：基于社会影响、同质性和网络拓扑结构的 ABMS 仿真研究*

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摘要

病毒式营销是企业在社会化商务背景下广泛采取的一种社会化营销策略，而以往的研究往往基于消费者所嵌入的社会网络，运用 ABMS（agent-based model simulation）仿真技术模拟社会影响机制下的口碑传播绩效。但在社会化商务背景下逐渐发展起来的交易型社区外在的网络结构（具有双模特性）和内在的成员心理机制（以信息型影响为主导）与传统的社会网络有本质区别。本研究以国内最大的交易型网站（淘宝网）为平台，基于爬虫技术获取其中两个交易型社区（淘宝帮派）中全部成员的人际关系和社区活动数据，通过 ABMS 仿真实验探讨了社会影响机制（基于人际间的口碑传播）、同质性机制（以社区活动为载体的传播）和社区的网络拓扑结构对这些社区的病毒式营销绩效的影响。研究发现：（1）不考虑每一个社区成员顾客价值的差异，初始节点规模的增加（从 0.5%到 5%）并不会增强扩散传播的效果（因为初始节点影响范围的重叠性）；（2）在控制了网络密度的随机网络实验中，基于社会影响机制的扩散与基于同质性机制的扩散效果差异显著；（3）当改变网络拓扑结构为真实网络时，社会影响和同质性影响的扩散差异依然显著。特别的，同质性机制虽然在初期会显著提升扩散速度，但由于受到社区活动数量的限制，其最终的扩散范围却没有基于社会影响扩散的范围广；（4）探讨初始节点类型的选择对扩散绩效影响的实验表明，相对于随机选取的节点，选择那些在双模网络中同时占据中心位置的成员会显著提升传播扩散的速度直至“饱和效应（saturation effect）”的出现。

关键词：交易型社区；病毒式营销；社会影响；同质性；ABMS

引言：社会化商务背景下的社会化营销策略

随着互联网进入了 Web2.0 的用户交互时代（Kaplan & Haenlein 2010），传统的电子商务模式也开始向社会化商务模式（Stephen & Toubia 2010）迈进。病毒式营销（Viral Marketing）（Hinz et al. 2011）是企业在社会化商务背景下广泛采取的一种社会化营销策略，例如：（1）在典型的社交网站中（如人人网、腾讯 QQ）选择意见领袖来推广产品信息，以期产品信息在更大范围内传播；（2）即使是在社交性很弱的电子商务社区中（如淘宝帮派、蘑菇街，本研究定义为交易型社区），企业依然可以从社区成员的关注、粉丝系统中识别出意见领

袖，采取基于口碑传播的病毒营销策略。该策略的一个基本前提假设是：消费者之间存在着社会影响（social influence）（Aral 2011）和口碑传播（WOM）（Trusov, Bucklin & Pauwels 2009）。

然而，一些学者对这种基于社会影响的扩散策略提出了质疑：（1）在网络中识别和测量人际间的影响会受到同质性和环境变量的混淆，因此早期的研究可能过高的估计了社会影响和人际间传播的作用（Aral & Walker 2012）；（2）即使一些研究将人际传播的影响从主要的混淆变量中剥离出来，人际间的传播也可能因为在现实中较少出现而并不能达到病毒式营销的效果。例如 Goel 和 Goldstein（2014）基于雅虎社区用户的实证研究发现，尽管通过用户朋友圈的购买行为可以很好地预测该用户未来的购买状态，但该用户并不是在“模仿”或“被传染”，而仅仅是因为他们本身具有相似的行为模式，即同质性（homophily）；（3）本研究锁定的交易型社区与传统的社交网络有着本质的不同：以淘宝帮派社区为例，由于社区成员之间都是陌生的，其关系的建立并不像传统的社交网络关系（朋友、同学、亲人等）那样稳定，会员间更多的是以兴趣爱好、功能、商品交易等为纽带建立的关系（文献综述部分将进一步探讨交易型社区在网络结构和内在属性上的特殊性）。

因此我们的问题是：（1）在交易型社区中实施病毒营销策略如何同时考虑人际传播的社会影响和用户本身属性的同质性影响？基于此，我们通过 ABMS 仿真模型比较基于社会影响机制和同质性机制的社会化营销绩效；（2）交易型社区和传统社交网络在关系构建上具有本质的不同，基于此，我们进一步探讨交易型社区独特的网络拓扑结构对社会化营销策略绩效的影响。

文献综述

病毒式营销策略的主要影响因素

病毒式营销（viral marketing）是指消费者互相描述、分享和传播与商品相关信息的现象，这些信息一开始往往由企业主动地发出，目的在于促进消费者之间的口碑传播并从中获取经济效益（Hinz et al. 2011）。以往的研究指出病毒式营销策略是否成功主要取决于四个方面的因素：（1）传播的内容（Berger & Milkman 2012; Berger & Schwartz 2011）；（2）消费者的关系结构（Bampo et al. 2008）；（3）消费者的行为特征和信息传播动机（Hinz et al. 2011）；（4）选择哪些消费者作为信息传播的初始点（Haenlein & Libai 2013）。本研究所探讨的是在传播内容不变的情况下，如何基于交易型社区用户的关系结构和行为特征来选取特定的消费者作为信息传播的初始节点，从而最大化信息扩散的效果。传统的研究认同“影响者假设（influentials hypothesis）”，即选择“意见领袖”或者“占有较多链接资源的成员”作为初始点能获得更快的传播效果（Iyengar, Van den Bulte, & Valente 2011）。具体来讲，根据 Van der Lans 等人（2010）以及 Ho

等人（2010）的研究，成员的网络位置属性在产品或信息传播的过程中主要对以下四个方面产生显著的影响：（1）该成员接收到产品或信息的概率；（2）该成员的传播参与概率；（3）该成员的影响范围；（4）其他成员行为受该成员影响的概率。基于此，表 1 总结了网络成员的网络位置属性对产品或信息传播影响的相关研究：

表 1 网络成员的社会网络属性对产品或信息传播影响的相关研究

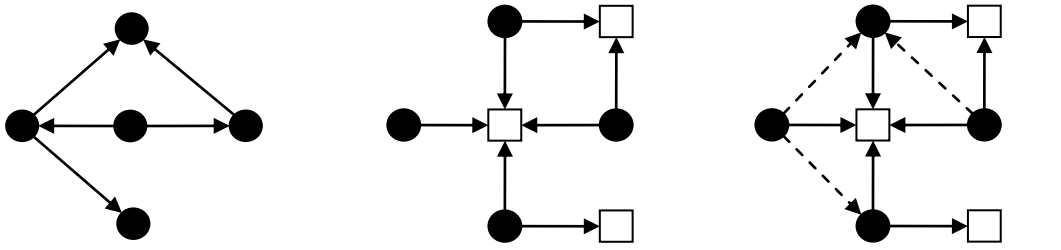
相关研究	传播对象	成员的社会网络位置属性对以下变量具有显著影响				研究中成员的网络位置属性
		参与传播概率	成员影响范围	预期的受感染人群	目标成员受影响概率	
Coleman, Katz & Menzel（1966）	产品（低风险）	√		√		中心（hub）
Becker （1970）	产品（低风险）	√		√		中心
Becker （1970）	产品（高风险）	√		√		边缘（fringe）
Watts & Dodds （2007）	信息、信仰	√	√	√		中心、边缘
Leskovec, Adamic & Huberman （2007）	产品（低风险）	√	√	√	√	中心、边缘
Anderson & May（1991）	流行病		√	√		中心
Kemper（1980）	流行病		√	√		中心
Iyengar, Van den Bulte, & Valente （2011）	产品（高风险）			√		中心
Hinz 等人（2011）（研究 1）	产品（高风险）			√		中心、边缘、结构洞、随机
Hinz 等人（2011）（研究 2）	信息			√	√	中心、边缘、结构洞、随机
Hinz 等人（2011）（研究 3）	信息	√	√	√		中心、边缘、结构洞、随机
Libai, Muller & Peris （2013）	产品（竞争市场）		√	√		中心、随机

上述研究的网络链接数据都来自于成员日常的社交关系，即所选取的中心、边缘或结构洞位置都是成员在真实的社交网络中所处的位置。本研究关注的交易型社区虽然也存在中心、边缘或结构洞位置的成员，但他们的作用机制与真实的社交网络中同样位置的成员具有很大的差异：（1）交易型社区中成员之间相互陌生，关系的形成建立在共同的兴趣爱好基础上。两个相互并无交互的成员可能因为共同参与讨论的话题较多而相互影响（即同质性的影响机制），而相互间存在交互的成员也不一定会影响彼此的交易行为（Trusov, Bodapati, & Bucklin 2010；）；（2）社交网络中的网络中心性对产品或信息扩散影响显著的根本原因是其本身链接资源的丰富性，根据社交网络中强关系改变行为的理论，当网络中的成员较多次地接受到来自朋友的信息时，该成员的行为就会受到影响而发生改变（Christakis & Fowler 2009）。但交易型社区中的链接数量并不能表示强关系，另外，交易型社区中交互较弱的一些成员之间相互影响的概率也不一定低，实际上，改变交易型社区中成员行为的并不是关系的强弱，而是兴趣的同质（Goel & Goldstein 2014）。

综上所述，我们认为，交易型社区中产品或信息的扩散并不完全取决于社区中成员的个人网络中（ego-network）有多少好友已经购买或传播了信息，只有当这些好友与该成员具有相似的社区活动时，该成员才更有可能被影响而最终购买或传播同样的产品或信息。本研究将基于元胞自动机的微观扩散模型，通过 ABMS 仿真的形式，呈现不同的扩散机制下病毒式营销策略的绩效。

2.2 交易型社区的网络关系结构和信息扩散机制

在社会化商务背景下发展起来的交易型社区在结构上和内在属性上与以往许多研究提到的社交网络不同（Burt 2009; Newman & Park 2003）：（1）从结构上来看，交易型社区是一个包括了人际关系网络和二模关系网络（Faust 1997; Ransbotham, Kane, & Lurie 2012）的双模网络（Goldenberg, Singer, & Reichman 2012）（图 1 描述了这种具有双模结构特性的交易型社区网络拓扑图）；（2）从内在属性上来看，交易型社区在其成员特质、成员动机、关系性质、关系来源、关系演进动力等方面有其特殊性（如表 2 所示）。



(a) Burt 等[9] , Newman[10]研究中的

(b) Faust[11], Ransbotham 等[12]研究中的二模网络(也称归属网络)

(c) 本研究中具有双重结构特性的交易型社区网络拓扑示意图

注:图中的圆形表示社区成员，(b)与(c)中的矩形表示社区中的事件,信息(在本研究中特指交易型社区成员共享的商品信息,兴趣爱好等);(c)中的实线和虚线箭头分别表示两种网络

图 1 从拓扑结构上看交易型社区与以往研究中社会网络的不同

表 2 从内在属性上看交易型社区与社交型社区的不同

区分维度		社交型社区	交易型社区
社区要素（成员和关系）	成员角色	朋友、亲人、同学	商人、买家、卖家
	成员需求	以情感交流为主	以商业信息交流为主
	关系来源	固有的社会关系 + 新建社交关系	既有的交易关系 + 潜在的交易关系 （商品信息、兴趣爱好）
社区网络结构		直接的人际交往为主 社会资本	以功能、信息为纽带的间接关系 双模网络
社区演化动力		规范性影响 （Normative Influence） 传染驱动机制	信息性影响 （Informational Influence） 同质性驱动机制

正是交易型社区在网络结构和内在属性上的这些特殊性使得我们对以往依赖于人际间口碑传播的病毒式营销有了新的思考：我们并不否认交易型社区中口碑传播的存在（基于关注、粉丝系统的好友行为信息推送本质上就是一种口碑传播的刺激），但实际中的交易型社区成员之间是相互陌生的（例如淘宝帮派中的关注或粉丝之间大部分是不认识的），信息的传播更多的依赖于他们本身具有某些共同的特性，即同配性（assortativity）（Newman 2002；Haenlein & Libai 2013），这也就是本研究所探讨的基于同质性的扩散机制，相关的研究包括：Kossinets 和 Watts（2006）在对一所大学 43553 个样本之间关系构建的实证研究中区分了社会影响和基于同质性的选择影响，研究结果表明基于同质性的选择影响（研究中以共同选修的课程为测量）显著提升学生之间构建关系的概率；Easley 和 Kleinberg（2011）指出社会影响机制和同质性机制是相反的两个概念，前者是指已存在的社会网络连接将改变人们的特征，后者则强调个体的特征主导社区成员的行为。

可见，社会影响机制和同质性机制的本质区别在于前者基于消费者之间社会关系的强弱，而后者基于消费者之间从历史活动中体现出的行为相似性。以往关于病毒式扩散的模型通常利用传统的社交网络结构数据（即社会关系的强弱），模拟人际间的口碑传播，探讨中心人物（hubs）的扩散效果（Haenlein & Libai 2013; Libai, Muller & Peres 2013），本研究结合交易型社区的双模结构特性，将基于历史行为的成员同质性因素纳入到扩散模型中，通过 ABMS 仿真的过程来探讨社会影响、同质性和网络拓扑结构对扩散的范围和感染时间的影响。

基于元胞自动机模型的 ABMS 仿真

市场研究中关于新产品扩散的数学建模来源于流行病学、生物学、生态学

等领域，其中，Bass 模型（Bass 2004）是最有影响力的宏观扩散模型。但经典的宏观扩散模型并不是基于个体行为的（Goldenberg et al. 2000），因此并不能刻画真实世界中扩散趋势的复杂性。Hohnisch 等（2008）指出宏观扩散模型并没有解释清楚扩散过程的内在动力机制，例如 Bass 模型中用来刻画产品扩散的内部因素（模仿系数 q）通常用基于社会影响的口碑行为来解释，但实际的模仿系数不仅仅来源于社会影响，例如 Goel 和 Goldstein（2014）基于雅虎社区用户的实证研究发现，尽管通过用户朋友圈的购买行为可以很好地预测该用户未来的购买状态，但该用户并不是在“模仿”他的朋友，而仅仅是因为他们本身具有相似的行为模式，即同质性。因此，尽管以 Bass 模型为代表的宏观扩散模型相关研究能够给出清晰的参数解析形式，我们认为微观扩散模型至少在解决以下两个问题上有更大的优势：（1）基于个体行为的微观扩散模型能够进一步地分解宏观扩散模型中的模仿系数 q，并不简单地认为模仿系数仅来源于社会影响，考虑个体之间的同质性和异质性对产品或信息扩散带来的影响（Libai, Muller & Peres 2013）；（2）由于社会网络存在无标度特性（Barabási 2009），成员影响的级联效应存在着较大的差异，基于个体行为的微观扩散模型能够更好的呈现和刻画每一个个体成员的影响通过网络传播后的最终结果。例如元胞自动机模型（Cellular Automata）往往被用来刻画这种个体行为影响扩散后的整体效果（Haenlein & Libai 2013）。

正如 Rand 和 Rust（2011）在关于新产品扩散的研究中指出，市场中产品的扩散模式来源于消费者之间的交互影响，消费者作为个体的决策原则在面临复杂多变的环境时也会变得复杂起来。基于元胞自动机的 ABMS 模型的优势在于研究者可以通过个体行为层面的建模来模拟个体周围环境的动态变化，因此越来越多的市场研究者运用 ABMS 模型来模拟和分析新产品的病毒式营销策略（Delre et al. 2010; Garber et al. 2004; Garcia 2005; Shaikh, Rangaswamy, & Balakrishnan 2006）。

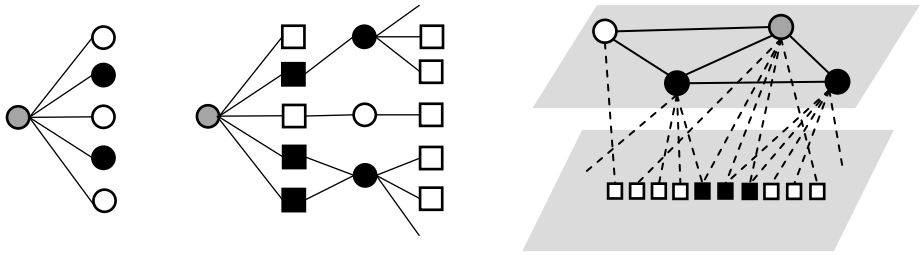
基于元胞自动机的 ABMS 仿真实验

随着社会化商务时代的到来，一些社会化媒体积聚了海量的用户间网络关系数据，学者们也纷纷利用这些消费者的关系结构和个体属性等数据构建微观层面的扩散模型来弥补经典宏观扩散模型的不足，其中应用得较多的方法是利用用户间的真实网络关系数据作为仿真模型的基础（Libai, Muller, & Peres 2013）。本研究也是沿用类似的方法：（1）首先基于 NetBean 的 Java 开发平台，通过核心工具 Selenium 作为网页驱动器抓取交易型社区的用户网络关系数据；（2）为了研究网络拓扑结构对病毒式营销绩效的影响，本研究分别利用随机网络模型（ER 模型）和偏好连接网络模型（PA 模型）构造出与抓取的真实网络具有同样节点数的参照网络（Trusov, Rand, & Joshi 2013）；（3）根据社会

影响机制和同质性机制构建不同的微观扩散模型，并在不同拓扑结构的网络上进行仿真实验，对比不同的病毒式营销策略最终绩效的差异。

基于元胞自动机的个体传播动力模型

对于上一部分呈现的具有不同拓扑结构的用户网络关系，我们假设网络中的所有成员都是潜在的购买者或信息的传播者，因此对于所有的网络中的节点都存在着两种状态："0"表示未受感染状态（即该节点未购买产品或知晓信息）；"1"表示受到感染状态（即该节点在某一时刻购买了产品或知晓了信息），所有网络的初始状态也就是所有节点都为"0"的状态。根据经典的新产品扩散模型（Bass 2004），一个潜在的消费者的状态由"0"转变为"1"主要受到两个方面因素的影响：（1）外部影响（δ），是指网络中的成员受到大众传媒（如促销活动、广告信息及其他营销努力等）影响而购买产品或知晓信息的概率；（2）内部影响（q），是指在一段时期内，网络中的成员通过与已经购买了产品或知晓了信息的成员的社会交互（如口碑传播、观察学习等）而购买产品或知晓信息的概率。考虑到网络成员在受到周围用户影响的异质性，我们假设内部影响的因素 q 服从正态分布，在鲁棒性检验部分，我们也检验 q 的其他分部形式，如幂律分布或均匀分布，但结果发现 q 的不同分部形式并没有带来显著差异的结果。



注：灰色圆形表示我们关注的目标用户（focal）
黑色圆形表示目标用户周围（ego-network）已受感染的用户；
黑色矩形表示目标用户与周围已受感染用户共同参与的活动。

（a）基于社会影响机制的社交网络扩散模型　　（b）基于同质性机制的　　（c）基于社会影响与同质性交互机制的双模网络扩散模型

图 2 基于社会影响、同质性及其交互作用机制的网络扩散模型示意图

根据图 2 所示，本研究分别构建了基于三种不同机制的扩散模型进行仿真实验：（1）基于社会影响机制的社交网络扩散模型。Libai, Muller, & Peres（2013）运用元胞自动机的形式构建了基于个体层面的扩散模型，其本质与宏观扩散模型一致，同样遵循人际间传染的假设，模型的基本形式如公式（1）所示；（2）基于同质性机制的二模网络扩散模型。本研究认为在交易型社区中，成员之间的陌生关系使得人际间传染的假设很难满足，产品或信息的扩散主要遵循同质性机制，模型的基本形式如公式（2）所示；（3）考虑到人际间传染的

社会影响与同质性影响共同存在相互交互的情形，本研究进一步构建了双模网络下的扩散模型.

数据来源：基于爬虫程序的交易型社区用户关系数据抓取

本研究选取的交易型社区用户关系数据来源于目前国内最大规模的电子商务平台淘宝网。自从 2010 年淘宝网站推出“淘宝帮派”应用，交易型社区在传统的交易网站中迅速发展起来，他结合了社交性与商务性，其关注、粉丝系统能够使得社区中的成员像在社交网站中一样建立关系成为好友；其讨论区系统能够使得社区中的成员了解和传播有关商品的各种信息。考虑到用户量过多导致关系矩阵计算的时间和空间复杂度，本研究的数据来源选择了成员规模适中，并且活跃度排名靠前的帮派。基于 NetBean 的 Java 开发平台，通过核心工具 Selenium 作为网页驱动器抓取淘宝帮派内的用户网络关系数据并储存在 SQL Server 数据库中。表 3 是利用爬虫程序抓取的全部数据字段和相应的解释：

表 3 基于 NetBean 平台爬虫程序抓取的用户数据信息

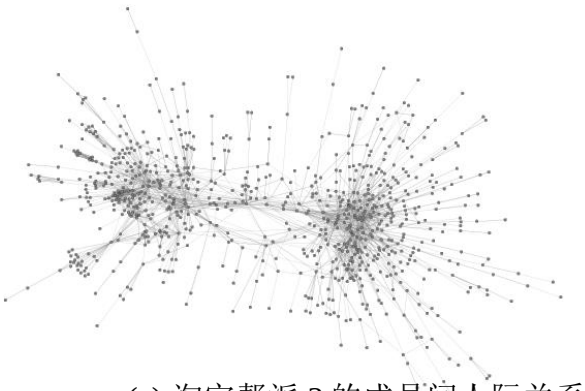
数据名称及类型		数据解释	数据格式
成员个人中心网络信息	成员 ID	淘宝圈子中每一个成员所唯一特有的身份	文本型
	成员粉丝	关注该成员的全部用户 ID	文本型
	成员关注	该成员所关注的全部用户 ID	文本型
社区成员个人特质信息	入圈时间	圈子中每一个成员加入圈子的时间	日期型
	关注/粉丝时间	圈子中的社区成员建立朋友关系的时间	日期型
	用户个人主页	用来进入圈子中成员个人空间的连接地址	链接地址
	用户积分	用来衡量圈子用户在圈子中的经历和地位	数值型
	浏览量	该成员的个人主页被浏览的次数	数值型
社区成员参与社区活动信息	帖子 ID	虚拟社区中帖子的唯一地址	链接地址
	发帖者 ID	每一个帖子的发起者 ID	文本型
	回复者 ID	每一个帖子的回复者 ID	文本型
	发帖时间	圈子中每一条帖子出现的时间	日期型
	回复时间	每一条帖子中每一个社区成员回复帖子的时间	日期型

社区用户网络关系和拓扑结构

图 3 从整体上呈现了截止到本研究数据抓取之日（2014 年 4 月 28 日），该社区成员之间最终形成的朋友关系网络（即关注/粉丝关系），该图外围的一些节点是一些具有稀疏社区关系的节点，而图的中心处则是与圈子其他成员具有紧密关系的用户，图中节点和边的布局算法来自于 Mashima, Kobourov 和 Hu 等人（2012）的研究。出于显示简洁性的考虑，图 3 并没有标出每一个节点的用户 ID。由于该研究的网络数据包括了两层网络结构，因此在表述由成员和活动组成的双模网络中，我们用黑色的节点表示社区成员参与的活动，灰色节点表示社区成员。

(a) 淘宝帮派 1 的成员间人际关系拓扑结构

（b）淘宝帮派 1 的成员与帮派活动关系拓扑结构



(c) 淘宝帮派 2 的成员间人际关系拓扑结构　　（d）淘宝帮派 2 的成员与帮派活动关系拓扑结构

注：图中灰色节点表示社区中的成员；黑色节点表示社区成员参与的活动

图 3 基于 Hu（2012）图布局算法的交易型社区拓扑结构

表 4 基于 NetBean 平台爬虫程序抓取的交易型社区网络特性

网络特性	淘宝帮派 1	淘宝帮派 2	指标解释
成员数	782	634	社区成员总数
活动数	717	563	社区活动总数
人际关系数	1666	1103	社区成员相互之间关注（或成为粉丝）的数量
活动参与数	38957	29740	社区成员参与活动的数量
成员平均度	2.13	1.74	社区成员平均关注或被关注的数量
活动平均度	54.33	52.82	社区活动的平均参与量
网络直径	14	11	社区成员间的最远距离
平均路径长度	4.256	3.864	社区成员间的平均距离
平均聚类系数	0.565	0.611	与某社区成员相连接的成员之间相互连接的程度
一模网络密度	0.003	0.003	人际网络中已发生关系占全部可能关系的比例
二模网络密度	0.069	0.083	社区的活动参与率

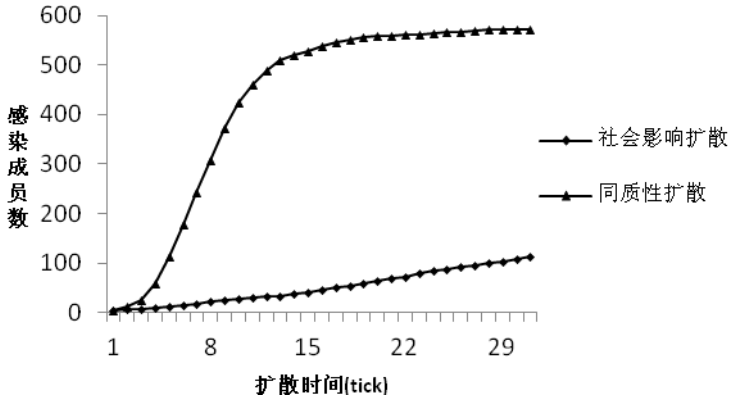
基于社会影响、同质性和不同网络拓扑结构的仿真实验

借鉴以往研究关于病毒式营销策略的仿真设计（Libai, Muller, & Peres 2013；Haenlein & Libai 2013），本研究在 3.2 部分列出的每一个网络中选取一组初始节点进行扩散传播的仿真实验。在网络中的初始节点选择上，主要有两个方面的因素会影响传播扩散的最终绩效：（1）初始节点的规模。即病毒式营销策略的初始传播节点数，本研究比较不同规模的初始节点对最终绩效的影响，范围为整个网络所有成员数的 0.5%到 5%（更大规模的初始节点会导致过高的初始营销投入成本，实际意义也较弱）；（2）初始节点的类型。以往的研

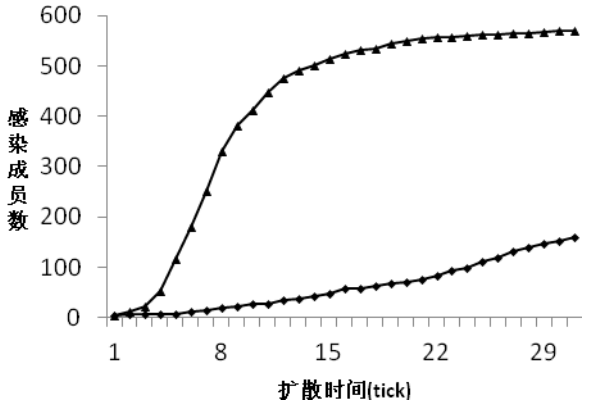
究大多以网络中成员的位置属性或顾客价值来选择，如表 1 整理的以往文献中，关注较多的是处于中心位置（hub）、中介位置（betweenness）或者一些顾客价值（CLV）较高的用户。本研究考虑二模网络和双模网络的拓扑结构，根据网络中用户在参与活动中体现的兴趣同质性来选择初始节点，并与其他类型的初始节点策略进行绩效对比。在选定了初始节点之后，我们进一步用 3.3 部分列出的 3 个公式来分别模拟用户在社会影响、同质性及其交互机制下的行为模式。最后，由于以往的研究提出网络的拓扑结构对扩散传播的最终绩效有显著的影响（Trusov，Rand，& Joshi 2013），本研究也在抓取的淘宝帮派数据基础上运用经典的网络模型构建出与原始数据具有同样规模节点数和关系数的虚拟网络（synthetic network），这些虚拟网络包括小世界网络（Newman & Watts 1999）、偏好连接网络和随机网络（Barabási & Albert 1999）。因此，文章接下来的部分通过一系列的实验（1）对比基于社会影响机制的扩散和基于同质性影响机制的扩散差异；（2）通过对初始扩散节点的不同选取来寻找基于同质性影响机制的更有效的策略。

基于社会影响、同质性和网络拓扑结构扩散的差异性研究

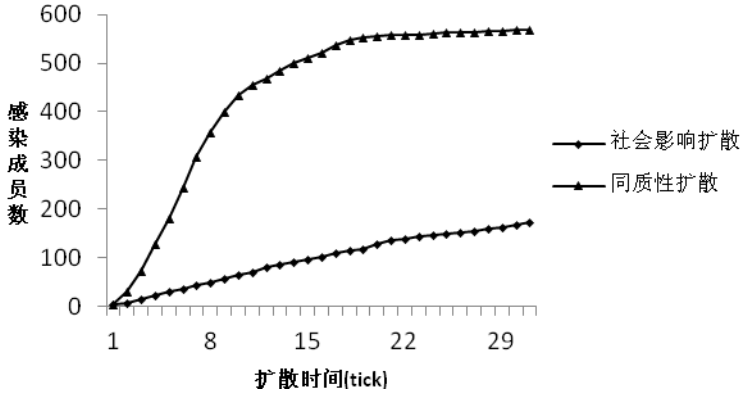
本研究的实验 1 主要探讨不同扩散机制的差异性。由于社会影响和同质性影响分别在两个网络中起作用（前者作用于成员之间的人际关系网络，后者作用于成员通过社区活动建立起来的二模网络），为了使得实验结果具有可对比性，该部分仿真实验的过程中保持两重网络之间具有同样的特性，即同样的网络密度和拓扑结构。因此作者在实验中借鉴随机网络模型仿真出具有相同网络属性的两重网络（网络密度均为 0.003，网络拓扑结构均为随机网络），并假设社区中的成员受到社会影响和同质性影响而改变行为的概率一样（即令模型 1 和模型 2 中 $q_1=q_2$）。实验 1 的实验结果如图 4 所示：



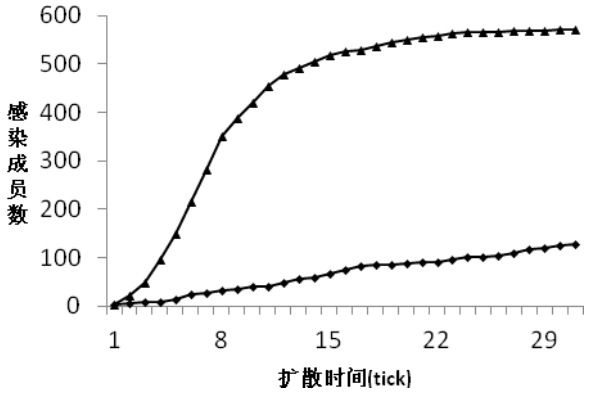
(a) 随机选取社区的 0.5%成员作为初始扩散节点



(b) 随机选取社区的 1%成员作为初始扩散节点



(c) 随机选取社区的 2.5%成员作为初始扩散节点



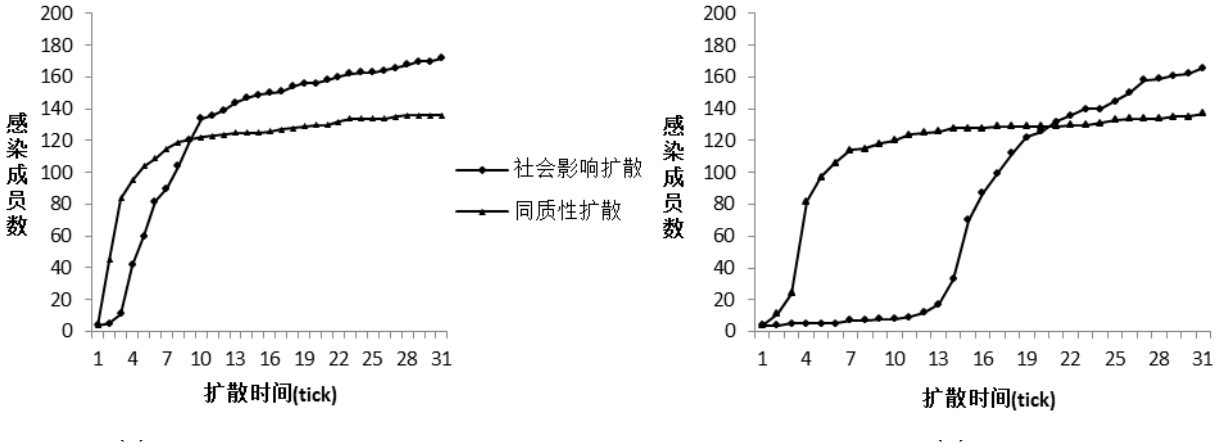
(d) 随机选取社区的 5%成员作为初始扩散节点

图 4 同等密度的随机网络社会影响扩散和同质性扩散仿真结果对比

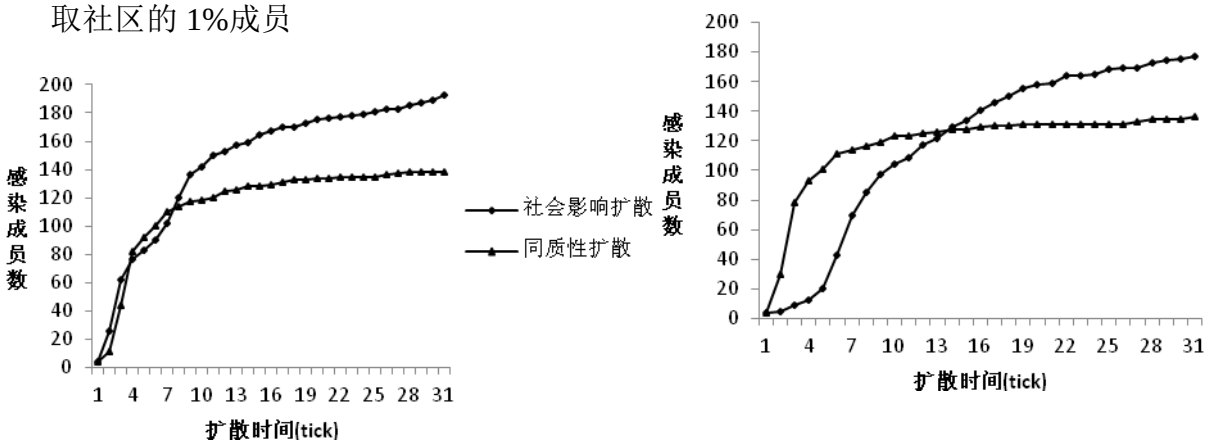
根据表 4 的数据特征，仿真了与淘宝帮派 1 具有同等密度的随机网络，即该网络所包含的两重结构中，成员与成员之间的社会关系按照随机概率产生，成员与社区活动之间的关系也同样按照随机概率产生，并且每一层网络的密度均为 0.003（与实际数据中成员与成员之间的关系密度一致）。最终仿真的网络中包含了 782 名成员，717 个社区活动，1832 条关注/粉丝记录和 1682 条活动参与记录。在假设成员受到社会影响改变行为和受到同质性影响改变行为的概率一样的情况下，图 4 中分别列出了在不同规模的初始成员选择下（随机选取社区的 0.5%，1%，2.5%和 5%的成员），不同的扩散机制带来的绩效情况。可以看出：（1）初始节点规模的大小并不会显著影响扩散策略的最终效果，因为不论是基于社会影响的扩散还是基于同质性的扩散，最终受影响的成员数量并无较大差异（在 30 个 tick 之后的受感染成员数均接近 600）。实际上，Haenlein 和 Libai（2013）在研究中指出由于网络的同配性（assortative

mixing）特点使得较大规模的初始节点中会有较多节点的影响范围是重合的，因此并不是初始节点的规模越大，病毒式营销的最终绩效就越好。需要注意的是本研究并没有考虑每一个社区成员的顾客价值（Haenlein & Libai 2013），仅仅是从扩散的数量上进行对比；（2）基于社会影响的扩散与基于同质性的扩散差异显著。事实上，在相同的网络关系密度和相同的扩散概率的前提下，同质性机制下的扩散更为敏感和迅速，而社会影响机制下的扩散则更接近线性地增长。这是因为该实验中网络中的关系是按照随机概率仿真出来的，即每一个成员的好友数和参与的活动数也是服从随机正太分布的，这就使得每一时刻（tick）成员所影响的好友数量也是稳定地，于是得到的也是线性增长的扩散效果；但对于同质性扩散机制，在每一时刻，受到影响的成员可以通过其参与的活动间接的影响到其他成员，因此在同样的网络密度下，成员在同质性机制下影响到的成员数量可能远大于社会影响中被影响成员的数量。

在实验 2 中，作者进一步探讨网络拓扑结构对两种扩散机制的影响。由于真实社区中的网络拓扑结构并不像实验 1 中的那样服从随机网络模型，其度分布更多的是服从致幂化分布，因此实验 2 保持了两重网络中节点的度分布特性不变的情况下，通过随机抽样的方法仿真出具有相同的网络密度同时又与真实网络具有同样拓扑结构的两重网络。实验 2 中除了基础网络与实验 1 不一样，其他程序保持不变，实验结果如图 5 所示：



机选取社区的 1%成员



(c) 改变拓扑结构后随机选取社区的 2.5%成员　　(d) 改变拓扑结构后随机选取社区的 5%成员

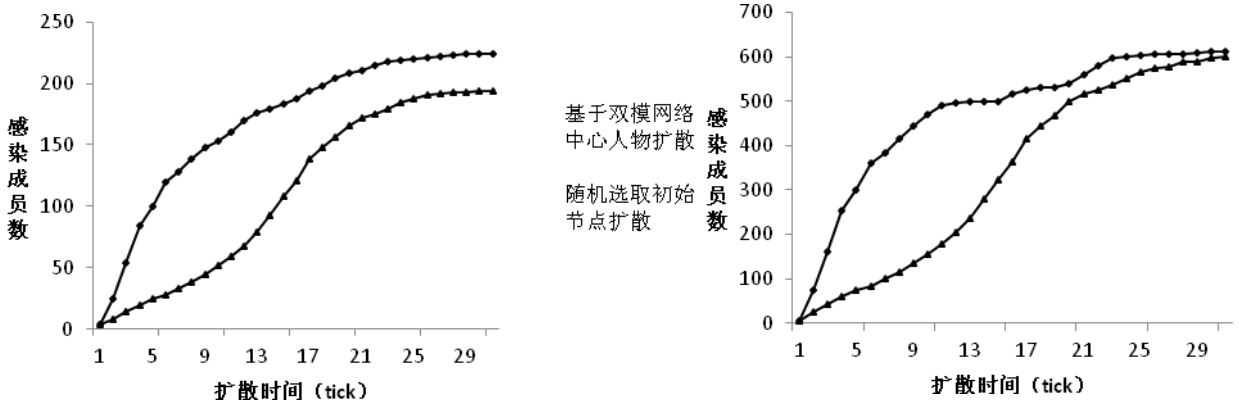
图 5 改变网络拓扑结构后社会影响扩散和同质性扩散仿真结果对比

从实验 2 的结果可以看出，在改变了网络的拓扑结构使其具有真实网络的度分布特性之后，基于同质性的扩散依然保持了其在随机网络中的敏感性，即在扩散发生的初期就具有较快的扩散速度；而基于社会影响的扩散就出现了较大的变化，由于实验 2 中的人际关系网络拓扑结构来源于真实网络，因此同样无标度性，这就使得网络中具有较高连接度的成员，即“中心人物（hubs）”，会起到加速扩散的作用；尤其值得注意的是，基于同质性的扩散虽然在初期扩散速度显著提升，但最终的扩散范围却没有基于社会影响扩散的扩散范围广（虽然同质性机制下的扩散在初期传播速度很快，但最终扩散范围稳定在 140 个社区成员内，相比之下，基于社会影响的扩散却能在后期将扩散范围发展到近 180 个成员）。这是由于基于同质性的扩散必须以共同的社区活动为载体，只有参与了特定的社区活动后，社区成员才有被感染的可能；而基于社会影响的扩散来源于人际之间的直接传播，即使没有共同参与的社区活动，成员之间

也可以直接通过直接的人际关系进行传播，因此其最终的扩散范围不受社区活动的限制而能够达到更大的范围。

初始节点的选择对扩散效果的影响研究

由于本文研究的交易型社区具有双模网络的特点，对于初始扩散节点的选择就不能只考虑成员的社交网络。以往关于病毒式营销扩散绩效的大量研究表明，在一个主要由社会影响机制驱动的社交网络中，以“中心人物（hubs）”作为扩散的初始节点是相对最有的病毒式营销策略（详见表 1 中的相关研究）。考虑到交易型社区的双模网络特性，中心人物的选择应该同时考虑成员在人际网络中的中心性和在社区活动网络中的中心性。因此，本研究探讨在两层网络中都占据中心位置的成员对扩散效果的提升作用。具体来讲，本研究计算成员在社交网络（好友数）和社区活动网络（活动参与数）度中心性的和，选取得分在前 1%的节点作为扩散的初始节点；另外，在网络成员中随机选取 1%的成员作为扩散效果对比的基础。该部分的仿真实验结果如图 6 所示。需要注意的是，该部分实验假设社会影响扩散和同质性扩散在整个传播过程同时起作用，且不考虑两种作用机制的权重问题。



(a) 交易型社区扩散仿真结果（社区 1，模型 3）　　(b) 交易型社区扩散仿真结果（社区 2，模型 3）

图 6 初始节点的选择策略对扩散效果的影响（基于同质性和社会影响机制）

从图 6 的结果可以看出，选取双模网络的中心人物确实会在短时间内促使一批社区成员更快地受到感染，但随着扩散时间增加，这种加速的扩散效果会趋于缓和。中心人物的这种扩散特点符合 Haenlein 和 Libai（2013）在关于中心人物扩散绩效研究中提出的“饱和效应（saturation effect）”，这是由于中心人物所具有的丰富的链接资源随着扩散时间的增加而逐渐发挥作用，而当大部分链接已经受到感染时，这种基于中心人物扩散的饱和影响就会体现出来。

社会影响机制与同质性机制在交易型社区中的实证检验

之前的研究通过基于元胞自动机的 ABMS 仿真实验探讨了社会影响机制和同质性机制在病毒式营销的传播扩散中作用的差异性，并进一步在不同的网络拓扑结构中探讨了这些差异性的变化。但一个需要验证的实际问题是：本文研究的交易型社区是否主要是由同质性机制驱动的信息（或产品）扩散？为了证实这一点，本研究接下来的部分根据抓取的两个淘宝社区的数据，实证地检验两种机制在交易型社区中对信息扩散作用的显著性。

该实证部分采取的方法是生存分析模型（survival function）（Kleinbaum & Klein 2005；Kaplan & Meier 1958）。我们观察社区中的某一项活动（如发帖等）在整个社区成员中的扩散情况（如收到社区其他成员的回帖等参与行为），如果交易型社区中活动的扩散主要来源于社会影响，那么社区成员参与该活动的时候其社区好友应该已经参加过该活动；而如果交易型社区中活动的扩散主要来源于同质性影响，那么社区成员参与该活动的时候应该与其他参与该活动的成员在历史上共同参与过其他的社区活动。在实际操作中，我们构建出两组分类变量，一组分类变量为成员参与社区活动时是否与已经参与该活动的成员具有社会影响性；另一组分类变量为成员参与社区活动时是否与已经参与该活动的成员具有同质性。我们最终检验的是这两个分组是否对成员参与社区活动具有显著影响。实证检验的结果如图 6 所示。

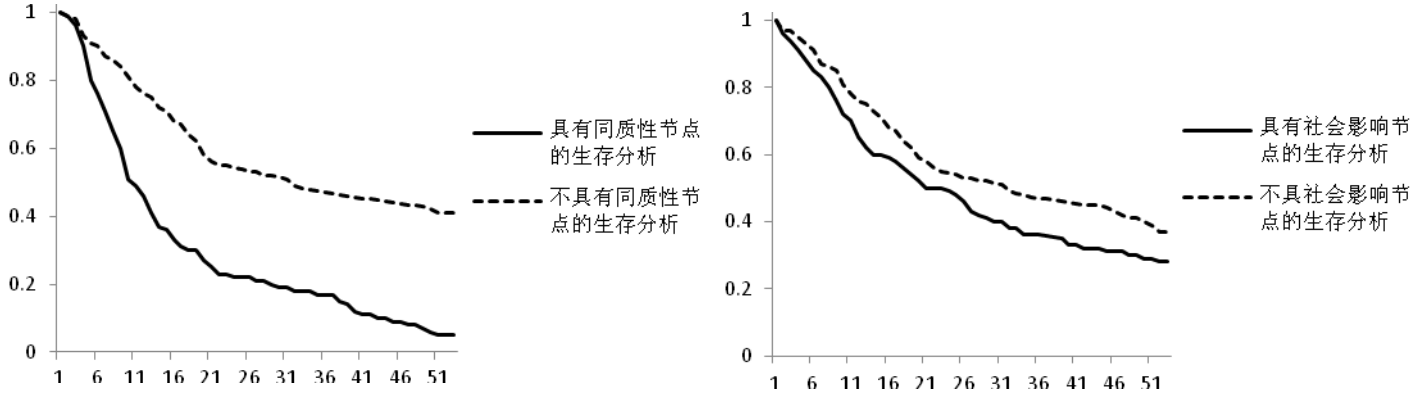


图 6 社会影响、同质性对社区信息扩散的生存分析（Kaplan-Meier 生存曲线）

从图 6 的结果可以看出，具有同质性的一类节点比不具有同质性的节点更容易受到社区信息的感染，即更高的风险率（hazard ratio）；而这一差异在社会影响中却较小，即社区成员的好友受到社区信息的感染并不会显著地提升该成员也受到感染的风险率。因此，通过对来自淘宝帮派的交易型社区信息扩散的生存分析，我们发现同质性机制相对于社会影响机制在交易型社区的信息扩散

中起着更为显著的作用，这就使得在交易型社区这个特殊的情境下运用同质性机制设计相应的病毒式营销策略更加必要。

结果与讨论

一直以来，基于社会网络的微观扩散模型探讨了成员所处的社会网络特性在社会影响传染机制下（如模型 1）传播扩散效果。这些研究基于经典的宏观扩散模型理论（Bass 2004），其信度与效度也得到了大量研究的论证（Haenlein & Libai 2013；Libai, Muller & Peres 2013）。由于本研究的对象，即交易型社区，与传统的社会网络结构具有外在与内在的本质不同（见 2.2 部分），因此，在此类网络社区上的病毒式营销策略应该同时考虑基于人际传播的社会影响机制和基于社区活动传播的同质性机制。关于社会影响机制和同质性机制在现实中的存在及区别也在很多学者的研究中提到（Aral & Walker 2012；Goel & Goldstein 2014），而本研究正是将这两种传播扩散机制在交易型社区中对病毒式营销绩效影响通过 ABMS 仿真实验的方法进行对比分析，探讨两种传播机制的差异性。从之前的实验结果中可以看出：（1）在控制了网络关系密度的基准网络下（随机网络），基于社会影响的扩散与基于同质性的扩散差异显著（如图 4 所示）；（2）在同样的网络密度基础上，改变仿真网络的拓扑结构使其符合真实网络的特性（随机抽取真实网络中的关系），社会影响和同质性影响的扩散差异依然显著。特别的是，基于同质性的扩散虽然在初期扩散速度显著提升，但由于受到社区活动数量的限制，其最终的扩散范围却没有基于社会影响扩散的扩散范围广，因为人际传播更加直接，无需通过社区活动作为载体（如图 5 所示）；（3）在探讨初始节点的选择对病毒式营销的扩散绩效的影响研究中，考虑到交易型社区的双模结构特性，在选取的中心人物时，同时计算了成员在人际网络和社区活动网络中的度中心性，因此是一个综合中心的指标。实验结果表明，相对于随机选取的节点，在双模网络中同时占据着中心位置的成员会显著提升交易型社区中传播扩散的速度；（4）为了探讨社会影响机制和同质性机制在实际的社区活动传播中的作用，本研究的第 4 部分对搜集到的交易型社区用户行为数据进行了实证的分析。从 Kaplan-Meier 生存曲线的结果可以看出具有同质性的一类节点比不具有同质性的节点更容易受到社区信息的感染，即更高的风险率（hazard ratio）；而这一差异在社会影响中却较小，即社区成员的好友受到社区信息的感染并不会显著地提升该成员也受到感染的风险率。这也进一步证明了两种扩散机制的本质差异，同时也可以看出同质性扩散机制在交易型社区中所起到的主导作用。

理论意义

本研究探讨的交易型社区与传统社会网络相比具有本质的区别，以往关于

病毒式营销的传播扩散研究往往基于消费者之间基于人际关系网络的口碑传播（WOM），而较少有研究结合交易型社区的网络特性探讨其病毒式营销的特殊性。因此，本研究拓展了病毒式营销的传播机制内涵。具体来讲，本研究分析了交易型社区的双模网络特性，即社区中的成员之间除了具有直接的人际关系网络外，还会以社区活动作为载体建立起间接的基于社区活动的二模网络（如图 1 所示），因此，研究交易型社区的病毒式营销策略必须考虑到其网络结构的双模特性；另外，从社区成员的心理机制来看，在一个主要由彼此之间相互陌生的成员组成的网络环境下，基于同质性的扩散机制相对于基于社会影响的扩散机制更为显著。本研究对于两种不同传播机制的仿真实验也体现了这两种截然不同的传播机制对病毒式营销绩效影响的差异性。事实上，关于社会影响机制与同质性影响机制的差异已经在一些学者的最新研究中有所提及和证实（Aral & Walker 2012；Goel & Goldstein 2014），而这些不同机制对病毒式营销扩散过程所起到的不同作用是关于此类研究所必须考虑到的。

管理应用意义

如本文在引言中所提到的，交易型社区的发展是在社会化商务时代，企业为了解决社会化商务的社会性与商务性矛盾的重要手段。越来越多的企业正在交易平台中融入社交圈子的功能来提升交易平台成员的粘性，同时也能够促进产品或信息在消费者之间的传播和推广。而如果基于这一类社区的网络特性和成员心理机制来有效地展开病毒式营销战略是所有相关企业所必须要深入考虑的问题。本研究探讨了社会影响扩散机制和同质性扩散机制在交易型社区中作用的显著性差异，并指出同时考虑双模网络度中心性所选取的中心人物能够显著提升扩散的速度。这些研究结论能够帮助企业更有效地在交易型社区中开展病毒式营销战略，例如对社会影响扩散机制和同质性扩散机制的同时考虑能够帮助企业更准确的预测产品或信息的扩散效果（如图 6 所示）；对交易型社区成员在双模网络中的中心性的综合计算能够帮助企业在该社区中找到更有有效的传播初始节点，从而提升扩散效率，为产品的推广获取更多的时间价值继而获得更多的经济利益。

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产品伤害危机模糊情境下品牌信誉对消费者宽恕的影响机制

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摘要

品牌权益可以缓冲产品伤害危机带来的负面影响，但对于其内在影响机制方面研究还存在空白。鉴于此，通过整合宽恕决定和后果的社会心理学模型及消费者脆弱性的概念模型，构建产品伤害危机模糊情境下品牌信誉对消费者宽恕意向影响的概念框架，检验品牌信誉对消费者行为意向等的影响。基于两个真实产品伤害危机事件，采用问卷调查收集数据，运用结构方程模型来进行分析评价。两个实证研究结果均表明：被试感知品牌信誉水平越高，那么感知脆弱性水平越低，否则反之；被试感知脆弱性水平越高，那么沉思水平越高，否则反之；被试感知脆弱性水平越高，那么宽恕意愿水平越低，否则反之；被试沉思水平越高，那么宽恕意愿水平越低，否则反之。研究还检验了品牌知名度的调节效应，结果表明：与感知品牌知名度低情境相比，当被试感知品牌知名度高时，品牌信誉效应更强，否则反之。基于研究结果，讨论了管理与理论含义。

关键词：产品伤害危机、品牌信誉、品牌知名度、感知脆弱性、沉思、宽恕

The Impact of Brand Credibility on Forgiveness under Ambiguous Product Harm Crises

ABSTRACT

Brand equity can buffer the negative effect of product harm crises. But there is still a gap to explain the mechanism why this happened. Based on such concerns, this paper integrated the model of antecedents and consequences of interpersonal forgiveness and vulnerability, and developed conceptual framework of the impact of brand credibility on forgiveness in order to examine the impact mechanism of brand credibility on forgiveness under ambiguous product harm crises. Two empirical studies were based on real product harm crises. Questionnaires were used to collect data and structural equation modeling was used to evaluate the direction and strength among constructs. The results of structural equation modeling of two studies suggest

that brand credibility negatively affects perceived vulnerability. And at the same time perceived vulnerability positively affects rumination and negatively affects forgiveness. The results also show that rumination negatively affects forgiveness. Brand visibility moderates the relationship between brand credibility and perceived vulnerability. Compared to low brand visibility, When brand visibility is high, the effects of brand credibility on perceived vulnerability are stronger. Based on research results, managerial and theoretical implications are discussed.

Key Words: product harm crises; brand credibility; brand visibility; perceived vulnerability; rumination; forgiveness

引言

产品伤害危机研究的一个重要主题是品牌。一些研究聚焦作为影响消费者反应前提的品牌，如品牌权益（Cleeren & Dekimpe et al.，2008； Laufer & Gillespie et al.，2009；Cleeren & Van Heerde et al.，2010）、品牌知名度（Zhao & Zhao et al.，2011）、品牌熟悉性（Laufer, 2012）；另一些研究聚焦作为消费者反应后果的品牌，如品牌信任（Gao & Knight et al.，2011；Gao & Knight et al.，2012）、品牌权益（Dawar & Pillutla，2000）、品牌份额（Cleeren & Van Heerde et al.，2010）、品牌绩效（Ma & Zhang et al.，2010）等。

在产品伤害危机研究中，以品牌（包括与品牌密切相关的组织声誉、公司社会责任等）为主题的研究表明，品牌形象、品牌熟悉性、品牌知名度、组织声誉及公司社会责任等可以缓冲产品伤害危机的负面影响。也就是，危机发生后，对于高知名度的品牌、高声誉的组织及承担社会责任的企业，消费者负面情绪反应及行为意向会减弱，甚至不会对消费者产生消极的影响（Siomkos，1989；Siomkos & Kurzbard，1994；Klein & Dawar，2004；Cleeren & Dekimpe et al.，2008； Laufer & Gillespie et al.，2009；Vassilikopoulou & Lepetsos et al.，2009；Vassilikopoulou & Siomkos et al.，2009；Siomkos & Triantafillidou et al.，2010；Cleeren & Van Heerde et al.，2010；Zhao & Zhao et al.，2011； Lin & Chen et al.，2011； Assiouras & Ozgen et al.，2012；Laufer, 2012）。这其中的内在机制是什么，相关研究还存在相当的空白。本文在模糊的产品伤害危机情境下，对这种现象背后的机制进行澄清。

有关产品伤害危机研究中危机的一个情境属性是模糊性：在产品伤害危机最初阶段，可能不清楚是否产品—从而企业—有问题（Laufer & Gillespie et al.，2009；Laufer & Coombs， 2006）。即使企业后来免除责任，如果产品伤害危机早期消费者谴责公司，它的品牌仍可能遭受损失（Laufer & Gillespie et al.，2009；Laufer & Coombs，2006）。尽管如此，有关产品伤害危机模糊情境下消费者情绪反应及行为意向方面的研究非常有限。通过整合 Baker & Gentry et al.（2005）界定消费者脆弱性的概念和 McCullough & Rachal et al.（1998）的

宽恕决定和后果的社会心理学模型，以品牌信誉为前提变量进行研究，揭示其在产品伤害危机模糊情境下对消费者宽恕意愿的影响机制。

文献回顾

1.品牌信誉

品牌信誉被定义为植入品牌中产品定位信息的可信性，它取决于消费者感知品牌是否有能力和意愿持续地交付所作出的承诺（Erdem & Swait，1998；Baek & Kim et al.，2010）。品牌信誉包括两个主要成分：可信赖性和专长（Baek & Kim et al.，2010；Erdem & Swait，1998）。可信赖性是指企业交付它所作出承诺的意愿；专长是指企业真正交付它所作出承诺的能力。由于品牌的可信赖性和专长是基于品牌所采取的所有前期营销策略和行为的累积效果，因此品牌信誉反映通过品牌投资营销组合策略的一致性。

品牌信誉是品牌作为信号的信誉（Erdem & Swait et al.，2002）。企业可以使用不同的单一营销组合要素来发出产品质量信号，比如索要更高价格，提供延长保修或通过高端渠道分销。这样的组合行为可能是或可能不是可信的，它取决于市场条件（比如竞争者和消费者行为）。品牌传递的信号不同于其它组合要素，因为品牌体现和代表了企业过去和现在的营销组合策略、活动及品牌投资。类似地，品牌信誉不同于单一营销组合信号的信誉（比如广告作为质量信号），因为品牌信誉代表了所有品牌所从事的前期营销活动信誉的累积效应，或品牌所从事活动的现存记忆。

Baek & King（2011）研究表明，一致性、品牌投资和明晰性等构念是品牌信誉的前提。一致性代表营销行为中和谐与聚合的程度，以及随着时间流逝营销组合策略的稳定性。产品质量的一致性导致一个低水平的固有产品变异。品牌投资代表企业在品牌方面的支出，目的是表明长期品牌承诺及确保品牌允诺将会被保持。明晰性代表包含在品牌中的产品信息缺少模糊性。在这个意义上，随着时间流逝，通过营销传播的所有实践和所有方面，比如品牌形像广告、赞助和销售促进，品牌信誉可以被更高一致性、更高明晰性和更高品牌投资所建立和塑造。

在模糊的产品伤害危机情境下，由于缺乏明确的责任原因，品牌信誉传递的信号可能在很大程度下会影响消费者情绪反应及行为意向或行为，但目前还没有学者就这方面进行研究。

2.感知脆弱性

消费者脆弱性以多种方式被界定，然而，由于它的复杂性，在一个定义上取得一致是困难的（Mansfield & Pinto，2008）。关于消费者脆弱性概念，目前形成两种基本观点。一种基于身份（status）：它是系统的，基于类别的；一种

基于状态（state）：它是暂时的，基于情境的。基于身份的概念认为一些消费者群体比另一些更脆弱，主要是由于个人特质导致；而基于状态的概念强调每个人都可能经历脆弱性，只有真正经历了—消费者不能控制自己的行为—才被称为脆弱性。更多的研究者同意，尽管没有人选择被归类为脆弱的，所有的消费者在他们生命中的某一时点可能预期是脆弱的（Mansfield & Pinto，2008）。状态论者认为消费者不愿意被认为是脆弱的，而脆弱性是一种暂时的对自身平衡的一种打破，消费者会采取一些应对策略，回到新的平衡。Baker & Hunt et al.（2007）提出消费者脆弱性是一种阈限状态（liminal state）：消费者脆弱性是复杂的、具体领域的、并且不必然持久的。

Mansfield & Pinto（2008）从时间的视角将两种基本的脆弱性概念统一起来。从一个时间的视角，脆弱性可能或者是暂时的（情境的）或者永久的（持续的）状态。Baker & Gentry et al.(2005)将脆弱性定义为没有成为一个均衡状态的短期现象。这些学者主张对于大多数消费者，脆弱性典型地是暂时的，因为消费者最终会形成应对机制来应对他们的环境。情境性脆弱的消费者对于一段有限的时间处于危险中，当那段时期结束，他们则被假定在市场中是有能力的（Mansfield & Pinto，2008）。 在另一个极端是持久的脆弱性或更永久的脆弱性个体。有研究表明，对于不公平的商业实践，特定群体的消费者比其他群体更脆弱（Lee & Soberon-Ferrer，1997）。

很多营销和消费者行为学者通过探索消费者脆弱性，渴望进行与公共政策相关的消费者行为研究（Baker & Gentry et al.，2005）。在中国大陆，这方面研究还处于空白。

3.沉思

据说人类是唯一能够反思他们自己的物种。自我反思（Self-reflection）—聚焦于个人体验、思想和情感的过程—是近年来大量研究的主题（Nolen-Hoeksema & Wisco et al.，2008）。有很多方式来概念化沉思（rumination）：一种对于沮丧情绪的响应；一种情绪调节策略；一种形式的自我聚焦注意；作为一个过程或一种思考类型等（Brinker & Campisi et al.，2013）。这些概念不是必然矛盾的，而只是考虑和检验一种复杂现象的不同方式（Brinker & Campisi et al.，2013）。在最通常的意义上，沉思是一种思考类型，以重复的、反复发生的、侵扰的（intrusive）及不能控制的思考为特征（Brinker & Campisi et al.，2013）。

根据响应类型理论，沉思是应对沮丧的一种模式，它涉及到反复地和被动地聚焦于沮丧的症状，及这些症状的可能原因和后果。沉思不导致积极的问题解决以改变围绕这些症状的环境。相反，沉思的人们对于问题及对于问题的情感念念不忘，而没有采取行动（Nolen-Hoeksema & Wisco et al.，2008）。沉思涉及到反复地和被动地聚焦于个人沮丧症状的原因和后果，而没有从事积极应对

或解决问题以减轻烦燥不安的心境（Michl & McLaughlin et al.，2013）。

通过几种机制，沉思加剧和延长了苦恼，特别是沮丧(Nolen-Hoeksema, 1991)。首先，沉思增强了对于思考的沮丧情绪效应，使得人们利用负面的思考和记忆更成为可能，这些负面的思考和记忆被沮丧心境激发以理解他们当前的境况。第二，沉思干扰了有效问题的解决，部分是通过使思考更悲观和宿命。第三，沉思妨碍了工具性行为（instrumental behavior），导致在紧张环境中的增加沉思（Nolen-Hoeksema & Wisco et al.，2008）。

产品失败发生后，消费者会经历负面情绪 (Folke & Kotsos，1986；Laufer，2002)。与产品失败相比，产品伤害危机更为严重的事件，它的严重性能够延伸到消费者由于产品失败福利的减少之外，它可能包括身体伤害（Laufer，2002）。因此，产品伤害危机更可能诱发消费者负面情感。在这种情境下，沉思构念就值得关注。但是对于这个构念的现有研究都局限于人际关系冲突中，本文首次将其引入产品伤害危机情境。

4.宽恕

Scobie & Scobie（1998）研究表明，直到 1980 年代，宽恕被视为一个神学概念，因此对于社会心理学家来说很少有兴趣。1990 年代发生了明显变化，开始了这方面的理论和实证研究（Scobie & Scobie，1998）。宽恕的概念在诸多学科中被研究和讨论，如管理学、神学、哲学、心理学各部分（包括家庭治疗、咨询、社会行为、道德教育和人类开发）（Chung，2006）。

对于宽恕没有一致的定义，但所有的人都承认，宽恕是一种复杂的现象（Berry & Worthington et al.，2005）。 McCullough & Rachal et al.（1998）、McCullough（2000）研究表明：第一，宽恕从根本上是一个动机构念；第二，宽恕是亲社会的。他们假设，围绕关系事件描绘人际互动特征的两种负面情感状态与掌控人们响应人际冒犯动机系统的两个要素相对应。 特别地假定：（a）感知伤害攻击的感觉与避免和冒犯者个人的及心理的接触动机相对应（也就是回避）；（b）义愤（righteous indignation）的感觉与寻求报复或见证冒犯者受到惩罚的动机相对应（也就是报复）。这些不同的动机，与趋向慈善（benevolence）（当某人伤害、侮辱或者其它方面冒犯我们，它典型地减少）的动机一道共同创造了一种被人们称为宽恕的心理状态。他们认为当被冒犯的关系伙伴报道他或她没有对一个造成伤害的行为宽恕一个密切关系伙伴，被冒犯的伙伴冒犯感知被假定刺激了关系破坏水平的两种负面动机状态—也就是，高度动机回避与冒犯伙伴的接触，及高度动机寻求报复或见证冒犯伙伴受到惩罚。相反，当一个被冒犯的关系伙伴表明，他或她已经宽恕，他或她的冒犯和冒犯者感知不再产生动机回避冒犯者及寻求报复。在这些动机中，受害者经历了关系建设性转换。从而，宽恕在本质上不再是动机，而是随着严重的人际冒犯后在一个人基本人际动机中一种复杂的亲社会变化。宽恕通过修复在社会互

动中发生的不可避免的伤害及冒犯，促进人际关系的连续性。

Chung（2006）研究表明，宽恕文献中的几个概念密切涉及到营销。他通过探索研究发现消费者宽恕本质上包括：一个有意识地放弃谴责和挑剔的决策；重新构造冒犯的认知过程；消除与服务失败相联系的负面情绪；变得更少动机通过品牌转换或负面口碑去伤害营销者或他们共享的关系。

概念框架与假设提出

McCullough & Rachal et al.（1998）提出了人际宽恕决定和后果的社会心理学模型。根据这个模型，人际宽恕的决定因素能够理论地归为四种概念类别。宽恕的最接近决定因素是社会－认知变量（或情感变量），其中一个可能决定因素认知变量是沉思。Baker & Gentry et al.（2005）的界定消费者脆弱性的概念模型认为个人特质、个人状态和外部条件导致了在消费情境中消费者的经历。当个人经历一种消费情境，他或她可能或可能不经历消费者脆弱性。当经历消费者脆弱性，潜在的结果是什么？它引起某种类型的消费者响应，说明他或她对经历的适应，包括积极的行为和情绪应对策略，或更少的习得性无助或非人性化（dehumanization）的感觉（Baker & Gentry et al.，2005）。

基于上述 Baker & Gentry et al.（2005）界定消费者脆弱性的概念和 McCullough & Rachal et al.（1998）的宽恕决定和后果的社会心理学模型，本研究提出产品伤害危机模糊情境下品牌信誉对消费者宽恕影响机制的概念框架（见图 1）。本研究认为，在产品伤害危机模糊情境下，品牌信誉会影响宽恕，这种影响受到感知脆弱性和沉思的中介，也就是感知脆弱性和沉思传递了品牌信誉对消费者宽恕的影响。另外，本研究也检验了品牌知名度在品牌信誉与感知脆弱性关系之间的调节效应。

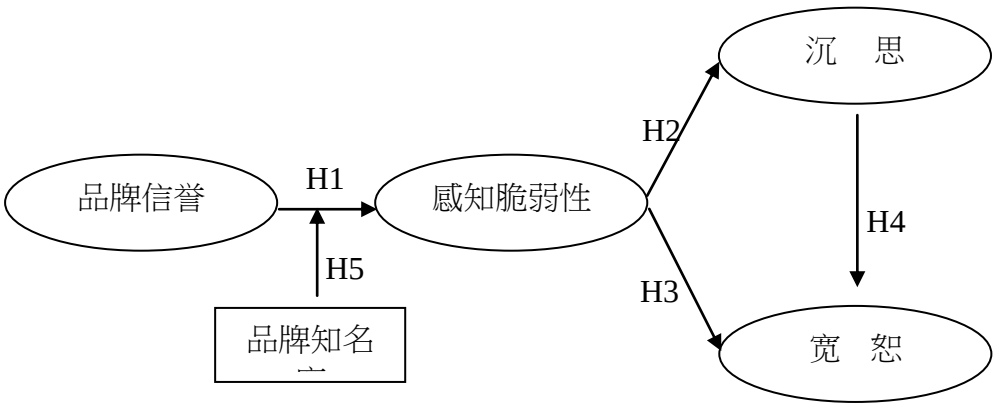

图 1　概念框架

1.品牌信誉与感知脆弱性

Erdem & Swait et al.（2002）回顾研究表明，品牌产品定位信号越可信，消费者感危险越少，消费者在决策中需要承担的信息收集和处理成本越少。其它条件不变，更高的信号信誉也可以增加消费者质量感知（期望），以至于与低信誉品牌相比，消费者可能推断更有信誉的品牌在质量上是更高的。信誉品牌能够增加消费者的质量感知，因为品牌信号可以影响心理生理过程，通过它，客观质量水平转换为感知水平。从而，由于不同的品牌信誉水平，在同样客观质量层次的两个品牌可能会关联到不同的感知质量水平。

消费者的脆弱性是一种无能为力（powerlessness）状态，来自于市场互动中的一个失衡，或来自于营销信息和产品的消费。当控制不掌握在消费者手中的时候，产生了依赖于外部因素（例如，营销者）来创造市场中的公平，从而消费者脆弱性出现了（Baker & Gentry et al.，2005）。可以合理推断，在产品伤害危机模糊情境下，品牌信誉越高，消费者会感知到更高的质量水平，进而更可能进行例外归因，并且感知更低的危机严重性，以及更低水平的感知不可控性，从而消费者感知脆弱性会更低，否则反之。

基于上述，提出假设如下：

H1：产品伤害危机模糊情境下，品牌信誉消极影响消费者感知脆弱性。即：消费者感知品牌信誉越高，那么感知脆弱性水平越低，否则反之。

3. 感知脆弱性与沉思、宽恕

经历脆弱性的消费者不只是被动地任其自然地接受坏情（Baker & Gentry et al.，2005）。相反，他们使用各种各样的应对策略来处置他们的脆弱性，包括认知的、情绪的及行为的应对策略（Baker & Gentry et al.，2005）。对于应对的认知和情绪策略可能包括不依附（disattaching）、疏远（Distancing）、幻想、及其它通常的努力以控制情绪（Baker & Gentry et al.，2005）。消费者从事各种各样行为应对策略，比如控制潜在的有害行为，摆脱个人自我的一个经历的提醒，寻求社会支持，或者甚至从事欺骗（Baker & Gentry et al.，2005）。

Martin and Tesser (1996)提出，沉思是个体目标与事物真实状态间不一致的结果。高水平与低水平目标是相关联的，从而次要目标的受挫也可能导致沉思，并且它可能扮演达到目标替代途径搜索的角色。然而，当没有发现替代方案，沉思将持续，直到放弃目标。Wa ̈nke and Schmid (1996)提出，就目标不一致而言，当个体感知到缺乏控制，沉思更可能发生。目标不一致被感知为不可控可能使沉思发生。从而可以推断，产品伤害危机模糊情境下，消费者感知脆弱性越高，会感知更高的不可控性，因此会导致更高水平的沉思，否则反之。从而提出如下假设：

H2：产品伤害危机模糊情境下，消费者感知脆弱性积极影响沉思。即：消费者感知脆弱性水平越高，那么沉思水平越高，否则反之。

Laufer & Gillespie（2004）在产品伤害危机情境下检验男性与女性消费者在谴责归因方面的差异。实验中发现，在产品伤害危机模糊情境下，女性比男性更多地谴责公司，因为对于发生她们身上类似的危机她们感觉到更多个人脆弱性。也就是，感知脆弱性正向影响对公司的谴责评价。因此，可以推断，在产品伤害危机模糊情境下，消费者感知脆弱性越高，那么更可能归咎公司更多的谴责，从而宽恕意愿水平会更低，否则反之。

基于上述，提出如下假设：

H3：产品伤害危机模糊情境下，消费者感知脆弱性消极影响宽恕。即：消费者感知脆弱性水平越高，那么宽恕水平越低，否则反之。

2.沉思与宽恕

在偏执狂的维持中沉思可能扮演一个类似的适应不良的角色，因为持续地评价负面的人际体验及它们的含义（有关自己和他人的），将会增强脆弱性的情感（Cristina & Cavanagh et al.，2013）。对于负面体验的狭隘注意可能导致更多地考虑／意识到关于他人的负面和基于威胁的信息，从而强化受害的感觉（Cristina & Cavanagh et al.，2013）。这将会增加焦虑水平，它反过来可能强化偏执狂的信念（Cristina & Cavanagh et al.，2013）。沉思被发现导致沮丧症状、受损的动机和专注以及减少的解决问题能力（Tucker & Wingate et al.，2013）。更进一步，沉思被体验为侵扰性的、破坏的和消耗时间的（Tucker & Wingate et al.，2013）。由于这些原因，沉思被概念化为一种适应不良策略（Tucker & Wingate et al.，2013）。

对于与人际冒犯相关联侵入性思考、形象和情感的沉思将看起来保持人们对于冒犯的沮丧，非常可能地保持他们的动机避免与冒犯者接触，并且寻求对于冒犯者的报复（McCullough & Rachal et al.，1998）。也就是，沉思影响对于冒犯者的宽恕。Paleari & Regalia et al.(2005)及 Kachadourian & Fincham et al.(2005)等实证研究表明，在人际关系冲突中，沉思水平能够预测宽恕。同样可以有理由认为，在产品伤害危机模糊情境下，消费者沉思将影响影响宽恕意愿。

基于上述，提出假设如下：

H4：产品伤害危机模糊情境下，消费者沉思消极影响宽恕。即：消费者沉思水平越高，那么宽恕水平越低，否则反之。

4.品牌知名度的调节效应

品牌信息也容易为消费者所得到，并且也可以被消费者用来确定诸如产品质量的未知变量（Laufer，2002）。在产品伤害危机研究中，以品牌（包括与品牌密切相关的组织声誉、公司社会责任等）作为影响消费者反应前提的相关研究很多。研究表明，品牌形象、品牌熟悉性、品牌知名度、组织声誉及公司社

会责任等可以缓冲产品伤害危机的负面影响，也就是危机发生后，对于高知名度的品牌、高声誉的组织及承担社会责任的企业，消费者的负面情绪反应及行为意向会减弱，甚至不会对消费者产生消极的影响（如：Laufer & Gillespie et al.，2009；Cleeren & Van Heerde et al.，2010；Zhao & Zhao et al.，2011）。

Laufer（2002）实验研究表明，在产品伤害危机模糊情境下，如果品牌没有知名度，在评估遗责时参与者更可能依赖原产国线索。相反，高品牌知名度抵消了见面的原产国效应。Cleeren & Dekimpe et al.（2008）在产品伤害危机情境下研究了同一公司（Kraft 食品）两个不同品牌：强势品牌（Kraft）和弱势品牌（Eta）。Kraft 在重新将产品引入市场的一个季度内能够达到危机前销售水平的 70%，而 Eta 却很难恢复，一个季度后只恢复不到危机前销售水平的一半。Laufer & Gillespie et al.（2009）实验研究了产品伤害危机模糊情境下，制造国如何影响观察者对于产品伤害危机的谴责评价。研究表明，当消费者对于涉及到的品牌不熟悉的时候，负面制造国增加了对于公司的谴责归因。然而当消费者熟悉品牌，制造国信息不影响谴责归因。Zhao & Zhao et al.（2011）在产品伤害危机情境下实证研究了消费者选择行为。结果表明，对于两个召回品牌观测到的不同强调了品牌资产作为召回产品负面宣传缓冲的关键角色。与弱声誉品牌相比，强声誉品牌更有效地经受住危机。

基于以上讨论，提出下列设：

H5：产品伤害危机模糊情境下，与品牌知名度低（弱势品牌）情境相比，当品牌知名度高（强势品牌）时，品牌信誉对消费者感知脆弱性消极影响作用会更强。

研究一

1．实验场景

在社会心理学及消费者行为研究中，关键事件技术 (CIT)是一个流行的对服务境遇和顾客满意研究中所使用的方法论途径(如：McCullough & Worthington Jr.et al.，1997；McCullough & Rachal et al.，1998；Smith, & Bolton et al.，1999)。在这种方法中，参与者被要求回顾一个最近的与研究现象相联系的关键事件，然后询问他们与这些事件相联系态度、感知和实际行为。

本研究针对 2012 年底肯德基“速成鸡”产品伤害危机进行问卷调查。这次危机事件具体典型的模糊性，也就是危机的肇事方以及产品的危害性对于观察者并不清楚。此次危机事件基本情况如下[52]：

2012 年 11 月 23 日，有媒体报道称山西粟海集团养殖 45 天“速成鸡”，并提供给肯德基、麦当劳等知名快餐店。2012 年 11 月 24 日，山西粟海公开回应

[52] 资料来源：MBA 智库百科网（http://wiki.mbalib.com）

说，中国肉鸡行业普遍使用白羽鸡，45 天属于正常生长期，“公司严格执行国家相关标准，对肉鸡养殖全过程实行标准化管理”。肯德基则表示，山西粟海在肯德基鸡肉原料供应体系中属于较小的区域性供应商，仅占鸡肉采购量的 1%左右。

2012 年 12 月 16 日，“药鸡”事件继续发酵——央视又曝光了新希望六和集团旗下的平度公司，用抗生素及一些违禁药品加入饲料喂鸡，制成的鸡肉产品被运往百胜集团上海物流中心，最终流向肯德基、必胜客餐桌。2012 年 12 月 18 日百胜发声明称，2011 年 8 月起肯德基已停止向六和集团采购鸡肉原料。

2．项目测量

宽恕采用 McCullough & Worthington Jr.et al. (1997)所使用的量表，共有五个测量项目（我祝福这家公司；我不赞同这家公司；我善意地考虑这家公司；我谴责这家公司；我原谅这家公司）。感知脆弱性利用 Laufer & Gillespie (2004)采用的量表来测量，共有三个项目（某事可能发生在自己身上的可能性；对于某事可能发生在自己身上，个体有多么关切；对于某事可能发生在自己身上，个体有多么担心）。品牌信誉采用 Baek & King（2011）所开发的量表，采用四个项目（肯德基的服务主张是可信的；肯德基致力于恰如其分地交付它的主张；肯德基拥有我可以相信的声誉；肯德基有能力交付它所承诺的）。沉思根据 McCullough & Bono et al.（2007）所采用的量表改编，采用四个项目（肯德基产品伤害事件萦绕在我脑海中；肯德基产品伤害事件不断浮现在我面前；我发现自己在头脑中反复重现肯德基产品伤害事件；即使我从事其它事情，我思考肯德基产品伤害事件）

在场景开发和确定测量项目的基础上，最终形成结构化问卷。

3．前测

通过四个问题测试肯德基危机事件的模糊性：肯德基存在产品伤害行为；肯德基不存在产品伤害行为；肯德基产品存在安全问题；肯德基产品不存在安全问题。采用 Likert 七点量表，从同意到不同意，共有七个等级。通过访谈等的测试结果表明，对于此次肯德基产品伤害危机，并不确定产品是否存在质量问题。因此，危机具有相当的模糊性。前测还对肯德基的品牌知度进行测试，结果表明品牌知名度均值为 6.425，标准差为 0.201。

4．主实验

在主实验中，被试填写问卷。问卷的第一部分包括研究目的简要介绍及如何回答问卷的指导；随后，被试评价肯德基的品牌信誉，然后通过回忆这次危机事件来回答一系列关于关键构念和项目的问题；最后，被试提供他们个人的信息，并提交问卷，结束实验。

5．样本

以在校本科生为样本进行调查研究，共回收有效问卷 207。性别方面：其中男性 132 人，占 63.8%；女性 75 人，占 36.2%。年龄方面：被试均为 90 后。学历方面：本次调查对像均为在校本科生。

6.结果

数据分析利用 AMOS7.0 统计软件，通过结构方程模型（SEM）来评价构念之间关系的方向和强度。本研究采用 Anderson & Gerbing (1988)推荐的两步分析方法：第一步涉及到测量模型的分析，第二步测试潜变量间的结构关系。

（1）测量模型分析

验证性因子分析用来测试测量模型的适合性（adequacy）。测量模型的适合性测量基于信度、聚合效度、区分效度、模型拟合准则。

验证性因子分析结果表明，因子载荷均高于 0.7，满足内部一致性准则，从而所有的自变量和因变量表现出内部一致性。信度利用复合信度值来检验，每个构念保留项目的数量及它们相应的 Cronbach’s al.pha 在表 1 中提供。

聚合效度（convergent validity）测量利用 Fornell & Larcker (1981)所建议的两个准则来验证：1) 所有指标载荷应该显著，并且超过 0.7；2) 由于每一个构念的测量误差，每一个构念的平均方差析取(AVE)应该超过 0.50。对于当前的测量模型，所有指标的载荷均在 0.7 临界值之上，AVE 均大于 0.5 (见表 1)。因此，对于聚合效度的两个条件都符合。

表 1　构念保留项目、Cronbach’s alpha 及 AVE

构念	保留项目	Cronbach’s alpha	AVE
品牌信誉	4	0.913	0.756
感知脆弱性	3	0.939	0.815
沉思	4	0.902	0.722
宽恕	5	0.847	0.704

区分效度（discriminant validity）的度量利用 Fornell & Larcker (1981)所提出的准则来评价：一个构念的 AVE 平方根应当高于该构念与模型中其它构念间相关系数。结果表明构念的 AVE 值超过构念间的相关系数平方，从而，区分效度的检验被接受。

对于目前的验证因子分析测量模型整体模型：卡方值－自由度之比 ($\chi 2/df$) 是 1.651（$\chi 2=161.771$；df=98)，校正拟合优度指数 (AGFI) 是 0.860，规范拟合指数(NFI)是 0.974，比较拟合指数(CFI)是 0.989，均方根近似误差（RMSEA）是 0.058，拟合优度指数（GFI）为 0.897、Tucker-Lewis 指数（TLI）为 0.987、规范拟合指数(NFI)为 0.974，均方根残差（RMR）为 0.021。上述结果表明测量

模型具有一个充分的模型拟合。

（2）结构模型分析

选择最大似然法(ML)作为模型估计的方法。对于目前的结构模型：卡方值－自由度比 (χ2/df) 是 1.802(χ2=180.236; df=100)，校正拟合优度 (AGFI)是 0.849，规范拟合指数(NFI)是 0.971，比较拟合指数(CFI)是 0.987，均方根近似误差（RMSEA）是 0.065，拟合优度指数（GFI）为 0.886、Tucker-Lewis 指数（TLI）为 0.984、均方根残差（RMR）为 0.026，从而表明是一个充分的模型拟合。（详细情况见表 2）

表 2　结构模型拟合总结

模型	CMIN/DF	RMR	RMSEA	GFI	AGFI	NFI	TLI	CFI
默认	1.802	0.026	0.065	0.886	0.849	0.971	0.984	0.987
饱和		0		1		1		1
独立	55.129	2.178	0.518	0.071	-0.045	0	0	0

（3）回归结果总结

查看回归结果（见表 3）表明品牌信誉对于沉思的影响显著（t＝-46.919，p＝0.000）， H1 得到支持。而沉思与感知脆弱性有显著的关系（t＝44.375，p＝0.000），H2 得到支持。当检验沉思对宽恕的作用时，结果表明，沉思对宽恕有一个负向的和显著的影响（t＝-11.258，p＝0.000），H3 被接受。另一方面，感知脆弱性负向地并且显著关系到宽恕（t＝-7.171，p＝0.024），结果，H4 得到支持。(详情见表 3)

表 3　回归结果

假设	关系	估计	标准误	C.R.	p	接受 / 拒绝
H1	品牌信誉→沉思	-0.918	0.031	-29.3	***a	接受
H2	沉思→感知脆弱性	0.935	0.033	28.131	***	接受
H3	沉思→宽恕	-0.626	0.056	-11.258	***	接受

H4	感知脆弱性→宽恕	-0.392	0.055	-7.171	***	接受

a：***表示 p<0.001

7.小结

研究一采用真实的产品伤害危机事件，虽然具有一定的外部效度，但由于是单一的危机事件，结论的普遍性受到影响。另外，被试均为在校本科，有效被试的年龄、教育等人口统计特征并不反应整体人口相应属性的分布。基于上述关切，研究二以近期发生的模糊的产品伤害危机进一步进行实证检验。

研究二

1. 研究方法

2014 年 3 月 8 日凌晨 2 点 40 分，马来西亚航空公司称航班号为 MH370 的波音 777 - 200 飞机与管制中心失去联系。该飞机为载有 239 人，原定由吉隆坡飞往北京[53]。举世瞩目的马航客机失踪危机事件发生原因推测为飞行员自杀、机械故障及恐怖袭击等，表明事件原因具有典型的模糊性，从而为检验本研究假设提供了实证情境。飞机失踪危机事件发生后，在网上进行调查，采用问卷形式收集数据。

2. 项目测量

研究二构念测量项目同研究一，但根据危机事件不同进行相应修改。在确定测量项目的基础上，最终形成结构化问卷。

3. 前测

为检验马航飞机失踪危机事件原因的模糊性，采用四个项目（Likert 7 点量表）来进行前测：我认为空难原因是不明确的；我认为空原因是模糊的；我认为空难原因是清楚的；我认为空难原因是明确的。测试结果表明，被调查者均认为飞机失踪事件原因是不明确的、模糊的。

前测还对马航品牌知名度进行测试。首先是马航介绍[54]：马来西亚航空公司(MAS)是一家马来西亚的国营航空公司，是马来西亚的国家航空公司；自成立以来在 1963 年后，马来西亚航空公司已建立了良好的品牌在航空业的服务和安全性。随后采用一个测量项目评定马航的品牌知度，采用 Likert 7 点量表，从非常知名到非常不知名共七个选项。结果表明，30 名被试对马来西亚航空公司知名度平均评定为 4.017，标准差为 1.322。

[53]资料来源：百度百科
[54]资料来源：自百度百科

4. 主测试

问卷的第一部分包括研究目的简要介绍及如何回答问卷的指导，然后是被试模糊容忍度特质测试，接下来是马航的介绍及其飞机失踪事件的描述；随后，被试回答一系列关于关键构念和项目的问题；最后，被试提供他们的个人信息，并提交问卷，结束调查。

5．样本

本研究共回收有效问卷 538 份。性别方面：其中男性 315 人，占 58.6%；女性 223 人，占 41.4%。年龄方面：50 后 6 人，占 1.1%；60 后 30 人，占 5.6%；70 后 109 人，占 20.3%；80 后 261 人，占 48.5%；90 后 132 人，占 24.5%。学历方面：专科及以下 72 人，占 13.4%；本科（含在读）335 人，占 62.3%；硕士及以上（含在读）131 人，占 24.3%。感知知名度均值为 4.225（标准差为 1.406），高于均值人数为 279 人，占 51.9％；低于均值人数为 259 人，占 48.1％。

误差方差等同性 Levene 检验表明，品牌信誉、感知脆弱性、沉思、宽恕在各组总体方差相等检验统计不显著。（详见表 4）

表 4　误差方差相等 Levene 检验 [a]

	F	df1	df2	Sig.
品牌信誉	0.569	45	492	0.989
感知脆弱性	1.172	45	492	0.213
沉思	0.923	45	492	0.618
宽恕	0.733	45	492	0.901

检验零假设：各组因变量误差方差相等

a. 设计：+ 性别 + 年龄 + 学历 + 品牌知名度 + 性别 * 年龄 + 性别 * 学历 + 性别 * 品牌知名度 + 年龄 * 学历 + 年龄 * 品牌知名度 + 学历 * 品牌知名度 + 性别 * 年龄 * 学历 + 性别 * 年龄 * 品牌知名度 + 性别 * 学历 * 品牌知名度 + 年龄 * 学历 * 品牌知名度 + 性别 * 年龄 * 学历 * 品牌知名度

MANOVA 表明性别、年龄、学历主效应及它们与品牌知名度的交互效应在四种检验统计量(Pillai's Trace, Wilks' Lambda, Hotelling's Trace, Roy's Largest Root)下的结果都相同：p>0.05。对于性别：$F_{品牌信誉}$=2.484, p=0.116；$F_{感知脆弱性}$=0.375, p=0.392；$F_{沉思}$=1.164, p=0.281；$F_{宽恕}$=1.855, p=0.174。对于年龄：$F_{品牌信誉}$=0.520, p=0.721；$F_{感知脆弱性}$=1.232, p=0.296；$F_{沉思}$=1.188, p=0.315；$F_{宽恕}$=0.910, p=0.458。对于学历：$F_{品牌信誉}$=0.520, p=0.669；$F_{感知脆弱性}$=0.640, p=0.589；$F_{沉思}$=0.636, p=0.592；$F_{宽恕}$=0.945, p=0.418。这说明，品牌信誉、感知脆弱性、沉思及宽恕的影响统计检验不显著。并且，性别、年龄、学历与品牌知名度的交互效应对品牌信誉、感知脆弱性、沉思及宽恕的影响统计检验不显著而品牌知名度的主效应在四种检验统计量(Pillai's Trace, Wilks' Lambda, Hotelling's Trace, Roy's Largest Root)下的结果都相同：p<0.001。：$F_{品牌信誉}$=0.006, p=0.938；$F_{感知脆弱性}$=5.555, p=0.019；$F_{沉思}$=4.562, p=0.033；$F_{宽恕}$=5.724, p=0.017。这表明在不同品牌知名度下，感知脆弱性、沉思及宽恕三个构念的均值差异统计检验显著，而对于品牌信誉的评价则不存在差异。

6.结果

数据分析利用 AMOS7.0 统计软件，通过结构方程模型（SEM）来评价构念之间关系的方向和强度。本研究采用 Anderson& Gerbing (1988)推荐的两步分析方法：第一步涉及到测量模型的分析，第二步测试潜变量间的结构关系。

（1）测量模型分析

验证性因子分析结果表明，因子载荷均高于 0.7，满足内部一致性准则，从而所有的自变量和因变量表现出内部一致性。信度利用复合信度值来检验，每个构念保留项目的数量及它们相应的 Cronbach’s al.pha 在表 5 中提供。

聚合效度（convergent validity）测量利用被 Fornell & Larcker (1981)所建议的两个准则来验证：1) 所有指标载荷应该显著，并且超过 0.7；2) 由于每一个构念的测量误差，每一个构念的平均方差析取(AVE)应该超过 0.50。对于当前的测量模型，所有指标的载荷均在 0.7 临界值之上，AVE 均大于 0.5 (见表 5)。因此，对于聚合效度的两个条件都符合。

表 5　构念保留项目、Cronbach’s alpha 及 AVE

构念	保留项目	Cronbach’s alpha	AVE
品牌	4	0.913	0.756

信誉			
感知脆弱性	3	0.939	0.815
沉思	4	0.902	0.722
宽恕	5	0.847	0.704

区分效度（discriminant validity）的度量利用 Fornell & Larcker (1981)所提出的准则来评价：一个构念的 AVE 平方根应当高于该构念与模型中其它构念间相关系数。结果表明构念的 AVE 值超过构念间的相关系数平方，从而，区分效度的检验被接受。

对于目前的验证因子分析测量模型整体模型：卡方值－自由度之比 (χ2/df) 是 1.951（χ2=161.771；df=98)，校正拟合优度指数 (AGFI) 是 0.878，规范拟合指数(NFI)是 0.981，比较拟合指数(CFI)是 0.986，均方根近似误差（RMSEA）是 0.058，拟合优度指数（GFI）为 0.910、Tucker-Lewis 指数（TLI）为 0.983、均方根残差（RMR）为 0.074。上述结果表明测量模型具有一个充分的模型拟合。

（2）结构模型分析

选择最大似然法(ML)作为模型估计的方法。对于目前的结构模型：卡方值－自由度比 (χ2/df) 是 1.802(χ2=180.236; df=100)，校正拟合优度 (AGFI)是 0.849，规范拟合指数(NFI)是 0.971，比较拟合指数(CFI)是 0.987，均方根近似误差（RMSEA）是 0.065，拟合优度指数（GFI）为 0.886、Tucker-Lewis 指数（TLI）为 0.984、均方根残差（RMR）为 0.026，从而表明是一个充分的模型拟合。（详细情况见表 6）

表 6　结构模型拟合总结

模型	CMIN/DF	RMR	RMSEA	GFI	AGFI	NFI	TLI	CFI
默认	2.457	0.022	0.08	0.897	0.862	0.979	0.98	0.983
饱和		0		1		1		1
独立	88.247	3.394	0.571	0.066	-0.051	0	0	0

（3）回归结果总结

查看回归结果（见表 7）表明品牌信誉对于沉思的影响显著（t＝-33.016，p＝0.000）， H1 得到支持。而沉思与感知脆弱性有显著的关系（t＝32.320，p＝

0.000），H2 得到支持。当检验沉思对宽恕的作用时，结果表明，沉思对宽恕有一个负向的和显著的影响（t＝-7.026，p＝0.000），H3 被接受。另一方面，感知脆弱性负向地并且显著关系到宽恕（t＝-5.808，p＝0.024），结果，H4 得到支持。

表 7　回归结果

假设	关系	估计	标准误	C.R.	p	接受 / 拒绝
H1	品牌信誉→感知脆弱性	-0.926	0.015	-63.17	***a	接受
H2	感知脆弱性→沉思	0.991	0.017	59.377	***	接受
H3	感知脆弱性→宽恕	-0.642	0.044	-14.679	***	接受
H4	沉思→宽恕	-0.376	0.042	-8.859	***	接受

a：***表明 p<0.001

MANOVA 表明，感知品牌知名度对感知脆弱性、沉思及宽恕三个构念的影响统计显著，因此接下来运用 AMOS7.0 统计软件分别对感知品牌知名度高和感知品牌知名度低两种情境进行分析。

6.1 感知品牌知名度高情境

（1）测量模型分析

验证性因子分析结果表明，因子载荷均高于 0.7，满足内部一致性准则，从而所有的自变量和因变量表现出内部一致性。信度利用复合信度值来检验，每个构念保留项目的数量及它们相应的 Cronbach’s al.pha 在表 8 中提供。

聚合效度（convergent validity）测量利用被 Fornell & Larcker (1981)所建议的两个准则来验证：1) 所有指标载荷应该显著，并且超过 0.7；2) 由于每一个构念的测量误差，每一个构念的平均方差析取(AVE)应该超过 0.50。对于当前的测量模型，所有指标的载荷均在 0.7 临界值之上，AVE 均大于 0.5 (见表 8)。因

此，对于聚合效度的两个条件都符合。

表 8　构念保留项目、Cronbach’s alpha 及 AVE

构念	保留项目	Cronbach’s alpha	AVE
品牌信誉	4	0.934	0.824
感知脆弱性	3	0.907	0.811
沉思	4	0.898	0.789
宽恕	5	0.867	0.773

区分效度（discriminant validity）的度量利用 Fornell & Larcker (1981)所提出的准则来评价：一个构念的 AVE 平方根应当高于该构念与模型中其它构念间相关系数。结果表明构念的 AVE 值超过构念间的相关系数平方，从而，区分效度的检验被接受。

对于目前的验证因子分析模型：卡方值－自由度之比 ($\chi2/df$) 是 2.035（$\chi2=199.436$；df=98)，校正拟合优度指数 (AGFI) 是 0.878，规范拟合指数(NFI)是 0.986，比较拟合指数(CFI)是 0.991，均方根近似误差（RMSEA）是 0.060，拟合优度指数（GFI）为 0.910、Tucker-Lewis 指数（TLI）为 0.989、规范拟合指数(NFI)为 0.981，均方根残差（RMR）为 0.018。上述结果表明测量模型具有一个充分的模型拟合。

（2）结构模型分析

选择最大似然法(ML)作为模型估计的方法。对于目前的结构模型：卡方值－自由度比 ($\chi2/df$) 是 2.262($\chi2=226.238$; df=100)，校正拟合优度 (AGFI)是 0.862，规范拟合指数(NFI)是 0.986，比较拟合指数(CFI)是 0.996，均方根近似误差（RMSEA）是 0.068，拟合优度指数（GFI）为 0.897、Tucker-Lewis 指数（TLI）为 0.994、均方根残差（RMR）为 0.022，从而表明是一个充分的模型拟合。

（3）回归结果总结

查看回归结果（见表 10）表明品牌信誉对于沉思的影响显著（t＝-33.016，p＝0.000）， H1 得到支持。而沉思与感知脆弱性有显著的关系（t＝32.320，p＝0.000），H2 得到支持。当检验沉思对宽恕的作用时，结果表明，沉思对宽恕有一个负向的和显著的影响（t＝-7.026，p＝0.000），H3 被接受。另一方面，感知脆弱性负向地并且显著关系到宽恕（t＝-5.808，p＝0.024），结果，H4 得到支持。

表 10　回归结果

假设	关系	估计	标准误	C.R.	p	接受 / 拒绝
H1	品牌信誉→沉思	-1.115	0.051	-21.837	***a	接受
H2	沉思→感知脆弱性	0.947	0.033	28.664	***	接受
H3	沉思→宽恕	-0.871	0.039	-22.388	***	接受
H4	感知脆弱性→宽恕	-0.132	0.033	-3.994	***	接受

a：***表明 p<0.001

6.2 感知品牌知名度低情境

（1）测量模型分析

验证性因子分析结果表明，因子载荷均高于 0.7，满足内部一致性准则，从而所有的自变量和因变量表现出内部一致性。信度利用复合信度值来检验，每个构念保留项目的数量及它们相应的 Cronbach’s al.pha 在表 11 中提供。

聚合效度（convergent validity）测量利用被 Fornell & Larcker (1981)所建议的两个准则来验证：1) 所有指标载荷应该显著，并且超过 0.7；2) 由于每一个构念的测量误差，每一个构念的平均方差析取(AVE)应该超过 0.50。对于当前的测量模型，所有指标的载荷均在 0.7 临界值之上，AVE 均大于 0.5 (见表 11)。因此，对于聚合效度的两个条件都符合。

表 11　构念保留项目、Cronbach’s alpha 及 AVE

构念	保留项目	Cronbach’s alpha	AVE
品牌信誉	4	0.915	0.831
感知脆弱性	3	0.927	0.846
沉思	4	0.853	0.802
宽恕	5	0.844	0.757

区分效度（discriminant validity）的度量利用 Fornell & Larcker (1981)所提

出的准则来评价：一个构念的 AVE 平方根应当高于该构念与模型中其它构念间相关系数。结果表明构念的 AVE 值超过构念间的相关系数平方，从而，区分效度的检验被接受。

对于目前的验证因子分析模型：卡方值－自由度之比 (χ2/df) 是 2.035（χ2=199.436；df=98)，校正拟合优度指数 (AGFI) 是 0.878，规范拟合指数(NFI)是 0.986，比较拟合指数(CFI)是 0.991，均方根近似误差（RMSEA）是 0.060，拟合优度指数（GFI）为 0.910、Tucker-Lewis 指数（TLI）为 0.989、规范拟合指数(NFI)为 0.981，均方根残差（RMR）为 0.018。上述结果表明测量模型具有一个充分的模型拟合。

（2）结构模型分析

选择最大似然法(ML)作为模型估计的方法。对于目前的结构模型：卡方值－自由度比 (χ2/df) 是 2.262(χ2=226.238; df=100)，校正拟合优度 (AGFI)是 0.862，规范拟合指数(NFI)是 0.986，比较拟合指数(CFI)是 0.996，均方根近似误差（RMSEA）是 0.068，拟合优度指数（GFI）为 0.897、Tucker-Lewis 指数（TLI）为 0.994、均方根残差（RMR）为 0.022，从而表明是一个充分的模型拟合。（详细情况见表 12）

表 12　结构模型拟合总结

模型	CMIN/DF	RMR	RMSEA	GFI	AGFI	NFI	TLI	CFI
默认	2.192	0.06	0.067	0.909	0.876	0.975	0.984	0.986
饱和		0		1		1		1
独立	74.267	2.31	0.523	0.089	-0.033	0	0	0

（3）回归结果总结

查看回归结果（见表 13）表明品牌信誉对于沉思的影响显著（t＝-33.016，p＝0.000）， H1 得到支持。而沉思与感知脆弱性有显著的关系（t＝32.320，p＝0.000），H2 得到支持。当检验沉思对宽恕的作用时，结果表明，沉思对宽恕有一个负向的和显著的影响（t＝-7.026，p＝0.000），H3 被接受。另一方面，感知脆弱性负向地并且显著关系到宽恕（t＝-5.808，p＝0.024），结果，H4 得到支持。

表 13　回归结果

假设	关系	估计	标准误	C.R.	p	接受 / 拒绝

H1	品牌信誉→沉思	-0.849	0.048	-17.705	***a	接受
H2	沉思→感知脆弱性	0.964	0.038	25.659	***	接受
H3	沉思→宽恕	-0.858	0.042	-20.358	***	接受
H4	感知脆弱性→宽恕	-0.142	0.034	-4.169	***	接受

a：***表明 p<0.001

6.3 感知品牌知名度调节效应检验

AMOS7.0 统计软件多群组分析参数间差异临界比表明：品牌信念到感知脆弱性路径系数差异：t＝3.801，大于 2.58，即 p<0.01，因此路径系数差异明显。感知脆弱性到宽恕路径系数差异：t＝0.223；感知脆弱性到沉思路径系数差异：t＝0.349；沉思到宽恕路径系数差异：t＝0.217。以上三条路径路径系数差异 t 值均小于 1.96，也就是 p>0.05，也就是统计检验差异不显著，可以视为路径系数相等。这表明，感知品牌知名度在品牌信誉与感知脆弱性关系间的调节效应显著，而在其它构念关系间调节效应则不显著。从而，H5 得到支持。也就是，产品伤害危机模糊情境下，与感知品牌知名度低（弱势品牌）相比，当感知品牌知名度高（强势品牌）时，模糊容忍度对感知脆弱性消极影响作用会更强。

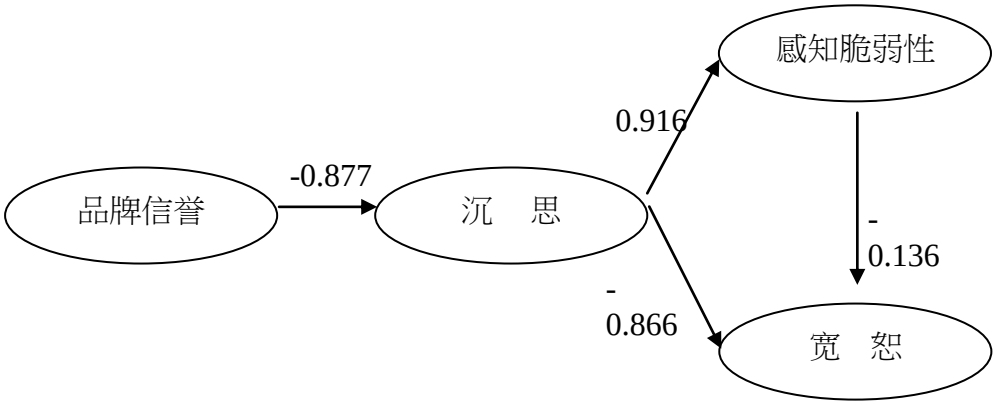

图 2　品牌知名度高情境下标准化路径系数

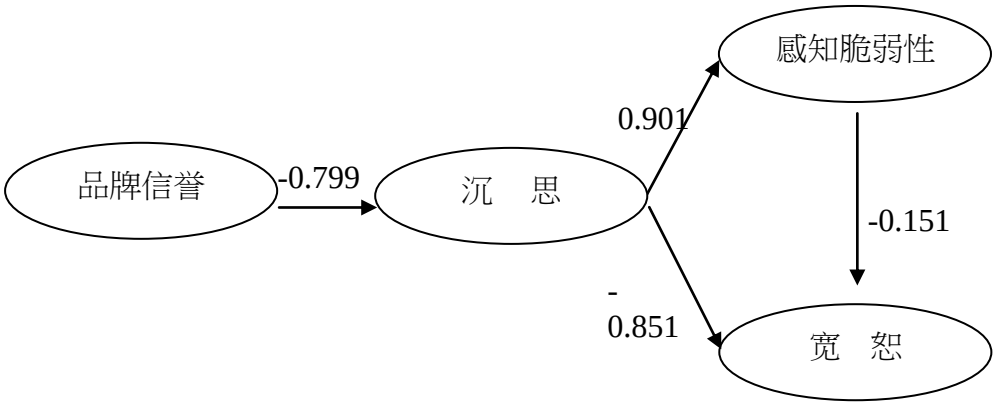

图 3　品牌知名度低情境下标准化路径系数

结论

产品伤害危机相关研究虽然涉及众多主题，但是其中两个主题得到了更多的研究。这两个主题是危机响应（危机沟通、危机后信息披露、形象修复策略等）和品牌（包括与品牌密切相关的组织声誉、公司社会责任）。在产品伤害危机模糊情境下，组织可能进行响应，进而影响消费者情绪反应及行为意向等。另一方面由于危机原因模糊，组织也可能不进行响应，从而公司品牌等可能影响消费者情绪反应及行为意向等。文献回顾研究表明，品牌形象、品牌熟悉性、品牌知名度、组织声誉及公司社会责任等可以缓冲危机的负面影响，但是鲜有研究揭示出其内在机制。本研究在产品伤害危机模糊情境下通过整合 Baker & Gentry et al.（2005）界定消费者脆弱性的概念和 McCullough & Rachal et al.（1998）的宽恕决定和后果的社会心理学模型，以品牌信誉为前提变量，从一个方面揭示出这种影响的内在机制。接下来，讨论本研究的理论及管理含义，并且给出研究的局限性及未来研究向。

1 理论含义

研究结果表明，产品伤害危机模糊情境下，品牌信誉影响消费者宽恕，这种影响受到感脆弱性和沉思的中介，也就是感知脆弱性和沉思传递了品牌信誉对消费者宽恕的影响。由此，本研究揭示了品牌信誉对宽恕的影响机制。对于这种影响机制的揭示是本研究的一个理论贡献。具体地，研究结果表明：在产品伤害危机模糊情境下，感知品牌信誉水平越高，那么感知脆弱性脆弱性水平越低，否则反之；感知感知脆弱性水平越高，那么沉思水平越高，否则反之；感知脆弱性水平越高，那么宽恕意愿水平越低，否则反之；沉思水平越高，那么宽恕意愿水平越低，否则反之。

另一方面，本研究将首次将品牌信誉、脆弱性及沉思构念引入产品伤害危机情境，并且得到统计检验显著的结论，由此拓展了产品伤害危机相关文献。品牌信誉不等同于产品质量，同样质量的品牌产品可能会有不同的感知品牌信

誉水平，从而对消费者行为意向等产生不同的影响，本研究在产品伤害危机模糊情境下对此进行了验证。研究同样表明，感知品牌知名度调节了品牌信誉对感知脆弱性的影响。产品伤害危机模糊情境下，与品牌知名度低（弱势品牌）情境相比，当品牌知名度高（强势品牌）时，模糊容忍度对感知脆弱性消极影响作用会更强。

2 管理含义

与品牌形象、品牌知名度密切相关的品牌权益对购买意向积极的影响有大量研究：Chen & Chang（2008）通过研究检验品牌权益与台湾国际航空乘客品牌偏好及购买意向间的关系，表明了品牌权益与购买意向间的正向关系；Moradi & Zarei (2011)以伊朗学生为样本进行的研究表明，品牌权益积极影响消费者的品牌偏好和购买意向。但是，在产品伤害危机情境下，研究同样表明品牌权益可以缓冲产品伤害危机带来的负面影响，本研究进一证实了这一结论。本研究结果表明，一方面，品牌信誉消极影响感知脆弱性，另一方面，品牌知度调节了品牌信誉对感知脆弱性的影响。但是品牌权益的增加是一个长期的过程，需要在日常经营活动中逐渐积累。品牌权益不但带来消费者溢价，而可以缓冲危机带来的负面影响，因此培育品牌权益，维护品牌信誉对于企业极为重要。

3 局限性及未来研究方向

本研究存在局限性，未来在一些方面仍需要进一步深入研究。本研究是基于真实的模糊产品伤害危机事件进行调查，现实中会存在多种变量对消费者情绪反应及行为意向产生影响，本研究并不能排除其它变量的干扰。虽然两个实证研究均支持研究假设，但是研究的内部效度仍然不能予以保证。鉴于此，应用本研究的结论需要谨慎。未来研究应该考虑采用实验室研究方法，从而确保研究的内部效度。另外，未来研究也应考虑其它变量的调节或控制作用，以得到更为全面、客观的结论。

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产品伤害危机模糊情境下模糊容忍度对购买意向影响

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摘要

有效应对产品伤害危机需要明确危机情境下影响消费者行为意向或行为的前提。基于此，基于界定消费者脆弱性概念模型，形成产品伤害危机模糊情境下模糊容忍度对购买意向影响的概念框架。研究一方面检验产品伤害危机模糊情境下模糊容忍度对感知脆弱性及购买意向的影响，另一方面检验感知脆弱性的中介效应及品牌知名度的调节效应。研究采用实验与实证方法，利用回归分析与结构方程模型等对数据进行处理。三个研究的结果表明: 模糊容忍度积极影响购买意向，同时它消极影响消费者感知脆弱性；感知脆弱性部分中介模糊容忍度对购买意向的影响，并且感知脆弱性消极影响购买意向。研究二结果还表明，品牌知名度在模糊容忍度与购买意向及感知脆弱性关系间调节效应显著。与品牌知名度低（弱势品牌）相比，当品牌知名度高（强势品牌）时，模糊容忍度效应更强，否则反之。基于研究发现，讨论了管理与理论含义。

关键词：产品伤害危机、模糊情境、模糊容忍度、感知脆弱性、品牌知名度

The Impact of Tolerance of Ambiguity on Purchase Intention under Ambiguous Product Harm Crises

ABSTRACT

In order to deal with product harm crises effectively, it should be determined which are the antecedents of consumer behavior or behavioral intention. Given this, based on conceptual model to define consumer vulnerability, this paper developed conceptual framework accordingly. The research was to examine the impact of tolerance of ambiguity on perceived vulnerability and purchase intention under ambiguous product harm crises on the one hand and to examine the mediating effect of perceived vulnerability and the moderating effect of brand visibility on the other. Study one and study two utilized experimental methods under two different imaginary scenarios of fictitious product harm crises. Study three used empirical method in order to enhance the external validity of this research. Regression analysis and structural equation modeling etc. were utilized to analyze data. The results indicate tolerance of ambiguity positively impacts purchase intention on the one hand and negatively affects consumer perceived vulnerability on the other. Perceived vulnerability mediates the effect of tolerance of ambiguity on purchase intention, and at the same

time perceived vulnerability negatively affects purchase intention. Study two was conducted under imaginary scenario of fictitious automobile harm crisis. The results further confirm those of study one. Results of study two also indicate brand visibility moderates the relationship between tolerance of ambiguity and purchase intention and also between tolerance of ambiguity and perceived vulnerability. Compared to low brand visibility, when brand visibility is high, the effects of tolerance of ambiguity on purchase intention are stronger and also when brand visibility is strong the effects of tolerance of ambiguity on perceived vulnerability are stronger. Based on research findings, theoretical and managerial implications are discussed.

Key words**:** product harm crises; ambiguous situation; tolerance of ambiguity; perceived vulnerability; brand visibility

1. 引言

营销和消费者行为研究者考虑重要的社会问题（Baker & Gentry et al.，2005）。通常，在这些研究的背景中，对于市场互动、对于营销信息和产品的消费，消费者脆弱性（vulnerability）作为一个重要的社会问题浮现出来（Baker & Gentry et al.，2005）。消费者脆弱性概念为聚焦在广阔营销环境中对于不同人群消费社会后果的各种各样研究提供了一个统一的标签（Baker & Gentry et al.，2005）。消费者的脆弱性是一种无能为力（powerlessness）状态，来自于市场互动中的一个失衡，或来自于营销信息和产品的消费。当控制不掌握在消费者手中的时候，产生了依赖于外部因素（例如，营销者）来创造市场中的公平，从而消费者脆弱性出现了。真正的脆弱性来自于一种情境中个人状态、个人特质及外部条件的互动，在这种情境中，消费目标可能被妨碍，并且这种经历影响自我的个人和社会感知（Baker & Gentry et al.，2005）。

有关产品伤害危机研究中危机的一个情境属性是模糊性（Laufer & Coombs，2006；Laufer & Gillespie et al.，2009）。本研究基于 Baker & Gentry et al.（ 2005）提出的界定消费者脆弱性概念模型，衍生出产品伤害危机模糊情境下模糊容忍度对感知脆弱性及购买意向影响的概念框架。研究一方面检验消费者个性特质变量模糊容忍度对消费者脆弱性及购买意向的影响，另一方面检验感知脆弱性的中介效应及品牌知名度的调节效应，从而进一步丰富相关文献以及提供给企业管理者应对产品伤害危机有用的指导原则。

2. 文献回顾

2.1 产品伤害危机研究流派及其模糊性

产品安全是一个主要的社会、政治及经济关切（Haas-Kotzegger & Schlegelmilch，2013）。一旦产品伤害危机发生，公司财务损失及声誉损害是不可避免的（Assiouras & Ozgen et al.，2013；Kim，2013）。危机现在被认为是商业的通常部分（Kim，2013）。越来越复杂的产品、更严格的产品安全立法及更苛求的消费者，它们共同使得产品伤害危机会更经常地发生[6]。因此，对产品伤害危机进行研究极为重要。

根据 Van Heerde & Helsen et al.（2007）和 Cleeren & Dekimpe et al.（2008），目前的产品伤害危机方面研究可以被广义地分为三个流派。第一个流派包括描述性的、通常是基于案例的研究，表明在市场上哪些战略有效，哪些战略无效。如，Laufer & Coombs（2006）的研究等。第二个研究流派是实验研究，利用实验室实验来评价假设危机和调节变量对于品牌评价的影响等。如，Vassilikopoulou & Siomkos et al.（2009）及 Laufer & Gillespie et al.（ 2009）等的研究。第三个流派为实证研究，聚焦衡量真实的产品伤害危机对于包括证券价格在内的各种绩效测量(整体的和分解的)、类别消费的影响。如，Van Heerde & Helsen et al.（2007）、Cleeren & Dekimpe et al.（2008）等的研究。实证方法是基于真实危机进行定量研究，研究具体良好的外部效度，但是内部效度较差。与实证方法相比，实验方法虽然外部效度较差，但是可以很好地揭示变量之间的内在关系，从而更加有效衡量产品伤害危机的影响机制。基于此，本研究采用实验与实证相结合的方法。

有关产品伤害危机研究中危机的一个情境属性是模糊性：在产品伤害危机最初阶段，可能不清楚是否产品—从而企业—有问题（Laufer & Coombs，2006；Laufer & Gillespie et al.，2009）。归因理论被确定为预测利益相关者对于危机响应的一种有效工具(Laufer & Coombs，2006)。对于模糊的产品伤害危机，消费者仍将作出谴责归因(Laufer & Coombs，2006)。检验产品失败的研究发现，对于产品失败，归咎给公司的谴责程度越大，消费者越会抱怨，对公司更大程度的谴责也产生了增强的负面口碑行为（Laufer & Gillespie et al.，2009）。（Laufer & Gillespie et al.，2009）回顾研究表明，消费者对于陷于困境公司其它产品（没有涉及到产品伤害危机）的未来购买意也负面地受到影响。并且，即使公司后来免于过失责任，危机早期消费者对于公司谴责归因可能给品牌带来损失（Laufer & Gillespie et al.，2009）。尽管如此，有关产品伤害危机模糊情境下消费者情绪反应及行为意向方面的研究非常有限，并且需要进一步深入研究。

2.2 脆弱性

消费者脆弱性以多种方式被界定，然而，由于它的复杂性，在一个定义上取得一致是困难的（Mansfield & Pinto，2008）。关于消费者脆弱性概念，目前形成两种基本观点。一种基于身份（status）：它是系统的，基于类别的；一种基于状态（state）：它是暂时的，基于情境的。基于身份的概念认为一些消费者群体比另一些更脆弱，主要是由于个人特质导致；而基于状态的概念强调每个人都可能经历脆弱性，只有真正经历了—消费者不能控制自己的行为—才被称为脆弱性。更多的研究者同意，尽管没有人选择被归类为脆弱的，所有的消费者在他们生命中的某一时点可能预期是脆弱的（Mansfield & Pinto，2008）。Baker & Hunt et al.（2007）提出消费者脆弱性是一种阈限状态（liminal state）：消费者脆弱性是复杂的、具体领域的、并且不必然持久的。

Mansfield & Pinto（2008）从时间的视角将两种基本的脆弱性概念统一起来。从一个时间的视角，脆弱性可能或者是暂时的（情境的）或者永久的（持续的）状态。Baker & Gentry et al.(2005)将脆弱性定义为没有成为一个均衡状态的短期现象。这些作者主张对于大多数消费者，脆弱性典型地是暂时的，因为消费者最终会形成应对机制来应对他们的环境。情境性脆弱的消费者对于一段有限的时间处于危险中，当那段时期结束，他们则被假定在市场中是有能力的（Mansfield & Pinto，2008）。在另一个极端是持久的脆弱性或更永久的脆弱性个体。有研究表明，对于不公平的商业实践，特定群体的消费者比其他群体更脆弱（Lee & Soberon-Ferrer，1997）。

很多营销和消费者行为学者通过探索消费者脆弱性，渴望进行与公共政策相关的消费者行为研究（ Baker & Gentry et al.，2005）。在国外，特别是在宏观营销领域，消费者脆弱性的研究日益得到重视，但是在中国大陆，这方面研究还处于空白。

2.3 模糊容忍度

产品伤害危机研究经常涉及到一些个性特质变量，如性别（Laufer & Gillespie，2004；Laufer & Coombs，2006）、年龄（Laufer & Silvera et al.，2005；Silvera & Meyer et al.，2012）、模糊容忍度（Laufer & Gillespie et al.，2005）、道德信念（Vassilikopoulou & Chatzipanagiotou et al.，2011）、前期期望（Dawar & Pillutla，2000）、感知社会责任重要性（Klein & Dawar，2004；Assiouras & Ozgen et al.，2011；Assiouras & Ozgen et al.，2012）等。

模糊容忍度（或模糊性容忍）概念或它的许多同义词吸引了心理学不同分支的研究(Furnham & Ribchester，1995)。根据 Furnham & Ribchester (1995)，首次提到模糊容忍度是在 1948 年出版的《美国心理学家（American Psychologist）》上。因此，对于这个构念的研究已经有六十多年的历史。它被理

解为一种人格变量（personality variable），而且具有组织和民族文化的属性(Furnham & Ribchester，1995)。1950 年代末期到 1970 年代早期见证了使用模糊容忍度概念的大量研究。它吸引了来自美国、澳大利亚、英国、印度及瑞典等国的研究者(Furnham & Ribchester，1995)。一些研究者将模糊容忍度视为是一个认知的和感知的过程，另一些则将其作为个性特质(Furnham & Ribchester，1995)。

模糊容忍度是指当面对一系列不熟悉的、复杂的或不一致的线索时，关于模糊情境和刺激，个体感知和处理信息的方式(Furnham & Ribchester，1995)。模糊容忍度通常被视为是一个连续统一体(Furnham & Ribchester，1995)。低模糊容忍度的个体经历紧张、不成熟地反应以及避免模糊刺激(Furnham & Ribchester，1995)。然而在另一个极端，高模糊容忍度的个体将情境或刺激视为合意的、挑战性的及有趣的，并且即不否认也不歪曲它们不一致的复杂性（complexity of incongruity）(Furnham & Ribchester，1995)。

Laufer & Gillespie et al.（2005）以墨西哥学生为样本，检验了产品伤害危机模糊情境下在消费者谴责归因中感知严重性的角色。除发现感知严重性对于企业谴责间的联系，实验也识别了感知严重性的一个重要前提—模糊容忍度。Laufer & Gillespie et al. （2005）的实验结果表明：当关于过失的信息是模糊的，模糊容忍度在评价情境的消极性上扮演一个重要的角色—特别是产品伤害危机的严重性；感知严重性受到观察者模糊容忍度的影响，模糊容忍度越低，感知危机严重性越高。

3. 概念框架与假设提出

Baker & Gentry et al.（2005）提出的界定消费者脆弱性概念模型认为，个人特质、个人状态和外部条件导致在消费情境中消费者的经历。可能导致怎样经历消费情境的个人持质包括生物生理特质（例如：上瘾性、年龄、外表、活动能力、性别、健康、种族／民族、性取向）和心理特质（如认知能力、认知形成、感觉种族、教育／学习、自我概念、社会经济地位）。各种各样的个人状态也可能导致怎样经历消费情境，包括悲哀、机动性、心境、生活变迁（例如：文化适应、离婚）、动机和目标以及其它方面。此外，在个人直接控制之外的各种各样外部因素可能导致一个消费经历Baker & Gentry et al.（2005）。

当个人经历一个消费情境，他或她可能或可能不经历消费者脆弱性 Baker & Gentry et al.（2005）。当经历消费者脆弱性，潜在的结果是什么？消费者脆弱性导致至少两种潜在的结果：（1）它引起某种类型的消费者响应，说明他或她对经历的适应，包括积极的行为和情绪应对策略，或更少的习得性无助或非人性化（dehumanization）的感觉；（2）它引起某种类型的市场或政策响应—潜在地或者促进或者阻碍在未来境遇中人性能动（individual agency）和控制，这些

响应反馈回消费者脆弱性的经历 Baker & Gentry et al.（2005）。

基于上述 Baker & Gentry et al.（2005）的概念模型，本研究提出了产品伤害危机模糊情境下具体的研究概念框架（见图 1）。本文概念框架认为个性特质变量模糊容忍度影响购买意向，同时感知脆弱性中介或部分中介这种影响。也就是模糊容忍度为感知脆弱性的前提，而购买意向作为感脆弱性的后果。另外，本研究还检验品牌知名度在模糊容忍度与购买意向及感知脆弱性关系间的调节效应。

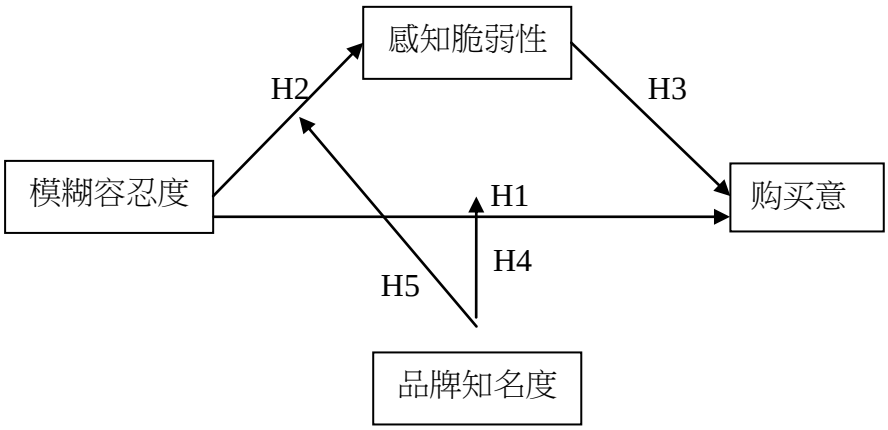

图 1　概念框架

3.1 模糊容忍度与感知脆弱性、消费者购买意向

对于脆弱性，最有引人注目的解释是基于两类范式：认知缺陷和社会互动（Lee & Soberon-Ferrer，1997）。认识缺陷范式提出，有限能力处理信息的消费者对于诸如消费者诈骗更脆弱。社会互动范式是基于社会关系非对称性和社会孤立解释消费者脆弱性。社会交换理论整合了认知缺陷和社会互动范式（Lee & Soberon-Ferrer，1997）。社会交换理论提出，在群体中，认知的、身体的、心理的、社会的或经济的非对称源于社会权力的不同水平，这导致了非对称的交换关系。

Teoh & Foo（1997）回顾性研究表明，模糊情境定义为不能被个体充分地构造或分类的一种情境，因为缺少足够的信息。模糊容忍度是积极应对模糊性情境的能力 Teoh & Foo（1997）。这意味着高模糊容忍度的个体在模糊性环境中能够仍然自信地做决策，而不试图寻求更多的信息（Teoh & Foo，1997）。(Laufer & Gillespie et al.，2005)以墨西哥学生为被试进行实验研究。结果表明，在产品伤害危机过失不明确时，被试感知危机严重性影响他们对于企业的谴责评价。随着感知严重性增加，更多的谴责归咎给企业。感知严重性反过来受到被试模糊容忍度的影响：模糊容忍度越低，感知危机严重性越高。

可以合理推断，在伤害危机模糊情境下，消费者模糊容忍度越高，消费者

感知危机严重越低，对于企业越可能归咎更少的谴责，从而更可能引发积极的消费者情绪反应、行为意向或行为。因此，提出下列设：

H1：产品伤害危机模糊情境下，模糊容忍度积极影响购买意向。也就是，消费者模糊容忍度越高，那么购买意向水平越高，否则反之。

H2：产品伤害危机模糊情境下，模糊容忍度消极影响感知脆弱性。也就是，消费者模糊容忍度越高，那么感知脆弱性就越低，否则反之。

3.2 感知脆弱性与消费者购买意向

经历脆弱性的消费者不只是被动地任其自然地接受坏的事情（Baker & Gentry et al.，2005）。相反，他们使用各种各样的应对策略来处置他们的脆弱性，包括认知的、情绪的及行为的应对策略（Baker & Gentry et al.，2005）。脆弱性状态论者认为消费者不愿意被认为是脆弱的，而脆弱性是一种暂时的对自身平衡的一种打破，消费者会采取一些应对策略，回到新的平衡。消费者从事各种各样行为应对策略，比如控制潜在的有害行为，摆脱个人自我的一个经历的提醒，寻求社会支持，或者甚至从事欺骗（Baker & Gentry et al.，2005）。

Laufer & Gillespie（2004）在消费者情境下探索了男性与女性消费者在谴责归因方面的不同。他们进行两个实验均表明，对于模糊的产品伤害危机，与男性相比，女性更多地谴责公司。并且第二个实验所揭示的这种差异过程表明，对于发生女性身上类似的危机她们感觉到更多个人脆弱性。也就是，感知脆弱性正向影响对公司的谴责评价。

因此，可以合理推断，在产品伤害危机原因不明确的模糊情境下，个体感知脆弱性越高，可能会将更多的责任归咎于公司，从而购买意向水平可能就越低。相反，个体感知脆弱性越低，可能会将更少的责任归咎于公司，从而购买意向水平可能也就越高。

基于上述讨论，提出下列设：

H3：产品伤害危机模糊情境下，感知脆弱性消极影响购买意向。也就是，消费者感知脆弱性越高，那么购买意向水平越低，否则反之。

3.3 品牌知名度的调节作用

消费者决策信息处理模式通常假设判断未知变量是从外部线索推断（Laufer，2002）。品牌是外部线索的一个例子，消费者可以求助它来试图决定未知变量，比如产品质量（Laufer，2002）。在产品伤害危机研究中，以品牌（包括与品牌密切相关的组织声誉、公司社会责任等）作为影响消费者反应前提的相关研究很多。研究表明，品牌形象、品牌熟悉性、品牌知名度、组织声誉及公司社会责任等可以缓冲产品伤害危机的负面影响，也就是危机发生后，对于高知名度的品牌、高声誉的组织及承担社会责任的企业，消费者的负面情

绪反应及行为意向或行为会减弱，甚至不会对消费者产生消极的影响（如：Laufer & Gillespie et al.，2009；Cleeren & Van Heerde et al.，2010；Zhao & Zhao et al.，2011）。

Laufer（2002）回顾研究表明，与高知度品牌相比，消费者更可能谴责不知名品牌制造商。并且 Laufer（2002）实验研究表明，在产品伤害危机模糊情境下，如果品牌没有知名度，在评价谴责时参与者更可能依赖原产国线索。相反，高品牌知名度抵消了负面的原产国效应。Cleeren & Dekimpe et al.（2008）实证研究表明，前危机品牌权益确实对于产品伤害危机提供一个重要保护。强势品牌被发现更少地易受攻击，并且拥有更大的影响力。也就是，品牌权益形成一个应对负面事件的缓冲（Cleeren & Dekimpe et al.，2008）。Zhao & Zhao et al.（2011）在产品伤害危机情境下实证研究了消费者选择行为。结果表明，对于两个召回品牌观测到的不同强调了品牌资产作为召回产品负面宣传缓冲的关键角色。与弱声誉品牌相比，强声誉品牌更有效地经受住危机。

基于上述讨论，提出下列假设：

H4：产品伤害危机模糊情境下，与品牌知名度低相比，当品牌知名度高时，模糊容忍度对购买意向积极影响作用会更强。

H5：产品伤害危机模糊情境下，与品牌知名度低相比，当品牌知名度高时，模糊容忍度对感知脆弱性消极影响作用会更强。

4. 研究一

4.1 实验场景

研究一的目的是初步检验模糊容忍度对购买意向及感知脆弱性的影响，并且检验感知脆弱性的中介效应。

研究采用实验方法，利用结构化问卷收集数据。以虚拟的饮用 A 品牌桔子汁饮料中毒事件为想象场景，模糊情境根据 Laufer（2002）、Laufer & Gillespie et al（2005，2009）对产品伤害危机模糊情境的描述译编。包含在场景中的是与产品伤害危机过失相关联的不同项目信息。这些包括的项目表明公司过失、消费者过失及与中性过失信息。关键事件技术（CIT）等方法依赖于参与者回忆可能发生在相当长时间以前的事件，因此，可能会遭受记忆偏差、缺乏一致性、记忆流逝及重新解释关键事件的影响(Sharma & Marshall et al., 2010)。与想象场景相比，尽管 CIT 被认为更真实，但是它的信度和效度受到批评(Sharma & Marshall et al., 2010)。想象场景已经被研究者们利用，并且表明这种类型研究方法是适合的(Sharma & Marshall et al., 2010)。使用本科生应答书面场景在前期很多研究中被证明是一种有效的实践，尤其是如果在这些场景中的产品等与学生相关(Sharma & Marshall et al., 2010)。本文研究一与研究二均采用实验方法，而实验三则采用 CIT 技术，从而取得较为可信的研究结论。（实验场景见表 1）

表 1　实验场景：桔子汁伤害危机

危机事件	二十九人在饮用从超市购买的 A 品牌桔子汁饮料后，出现了不同程度的恶心、呕吐、腹痛、腹泻等为主的临床症状，但无危重患者。
模糊情境	一些未经证实的原因可能导致了问题的发生，如：公司采摘桔子的果园使用了杀虫剂；一些消费者对于柑桔产品有过敏反应；为了多生产桔子，桔子树做了转基因处理；一些消费者将桔子汁和酒精饮料混合使用；一种新型的纸盒用来包装桔子汁；一些消费者承认使用了他们办公室不经常清洗的玻璃杯饮用该桔子汁饮料；等等。 到目前为止，尽管有很多推测，但导致事件发生的确切原因是什么仍不清楚。

4.2 项目测量

模糊容忍度利用 Laufer & Gillespie et al.(2005)所采用量表来测量，共有四个项目（当一个人的表述可能意味着不同的事情，我不喜欢它；当一个人的意思或意向对我来说不清楚时，我感到不舒服；当我不理解在我的生活中事件为什么发生的原因时，我感到不舒服；当我对于重要的问题困惑时，我感到沮丧）。购买意向通过 Laufer & Jung（2010）采用的量表来测量，共有四个项目（我未来购买这家公司的产品是非常可能的；当我需要的时候，我将购买这家公司的产品；我将肯定地尝试这家公司的产品；我愿意购买这家公司的产品）。感知脆弱性利用 Laufer & Gillespie (2004)采用的量表来测量，共有三个项目（饮用桔子汁中毒事件发生在自己身上的可能性；对于饮用桔子汁中毒事件可能发生在自己身上，个体有多么关切；对于饮用桔子汁中毒事件可能发生在自己身上，个体有多么担心）。所有测量项目均为 Likert 7 点量表。

在场景开发和确定测量项目的基础上，最终形成结构化问卷。

4.3 前测

为确保问卷中使用场景的可信性和有效性，进行了前测。尽管本研究场景为国外学者在实证研究中多次使用（如：Laufer，2002；Laufer & Gillespie et al.，2005；Laufer & Gillespie et al.，2009；），但可能会受到文化差异的影响，因此对危机模糊情境进行了操控检验。利用两个问题来对模糊情境进行检验：消费者饮用桔子汁中毒事件的原因是明确的；消费者饮用桔子汁中毒事件的原因是不明确的。通过访谈以及测试结果表明，场景中对于模糊情境的操控是成功的。

4.4 主实验

在主实验中，被试填写问卷。问卷的第一部分包括研究目的简要介绍及如果回答问卷的指导，然后是被试模糊容忍度特质测试，接下来是 A 品牌桔子汁饮料产品伤害危机事件的描述；随后，被试回答一系列关于关键构念和项目的问题；最后，被试提供他们的个人信息，并提交问卷，结束实验。

4.5 样本

以在校本科生为被试，回收有效问卷 60 份。性别方面：其中男性 36 人，占 60.0%；女性 24 人，占 40.0%。年龄方面：被试均为 90 后。学历方面：本次调查对像均为在校本科生。

4.6 结果

对于四项目的模糊容忍度量表信度分析表明 Cronbach’s alpha 为 0.897，因子分析结果生成了单一的因子，解释了 81.3％的方差。对于三项目的感知脆弱性量表信度分析表明 Cronbach’s alpha 为 0.852，因子分析结果生成了单一的因子，解释了 78.6％的方差。对于四项目的购买意向量表信度分析表明 Cronbach’s alpha 为 0.928，因子分析结果生成了单一的因子，解释了 86.5％的方差。

1）感知脆弱性中介效应检验

为验证感知脆弱性是否中介模糊容忍度对购买意向的影响，进行如下四步一元回归（Baron & Kenny，1986）：

（1）步骤一：购买意向＝f（模糊容忍度）：回归系数B=0.924，t=26.589（p=0.000）。（2） 步骤二：感知脆弱性＝f（模糊容忍度）：回归系数B=-0.989， t=-25.270（p=0.000）。

（3）步骤三：购买意向＝f（感知脆弱性）：回归系数B=-0.900，t=-29.336（p=0.000）。

（4）步骤四：购买意向＝f（模糊容忍度，感知脆弱性）：模糊容忍度回归系数 B=0.399，t=-5.624（p=0.000）；感知脆弱性回归系数 B=0.530，t=4.099（p=0.000）。

上述四步一元回归分析结果表明，感知脆弱性部分中介模糊容忍度对购买意向的影响。在预测因变量购买意向的回归模型中包括中介变量感知脆弱性，因变量购买意向和自变量模糊容忍度间关系减弱，但是仍然保持统计检验显著，所以为部分中介。

2）假设检验结果

购买意向对模糊容忍度的回归结果表明，回归方程复相关系数平方为0.923，预测变量的估计标准误为 0.438。ANOVA（单变量方差分析）表明，F＝706.967，p＝0.000，说明预测变量模糊容忍度与因变量购买意向间有明显的线性关系。未标准化回归系数 B＝0.924，表明模糊容忍度增加 1 个单位，购买意向增加 0.924 个单位。标准化回归系数 Beta＝0.961，表明模糊容忍度增加 1 个标准差，购买意向增加 0.961 个标准差。回归系数统计检验结果显著：t=26.589，p=0.000。

即，产品伤害危机模糊情境下，模糊容忍度积极影响购买意向。消费者的模糊容忍度越高，那么购买意向水平越高，否则反之。从而，H1 得到支持。

感知脆弱性对模糊容忍度的回归结果表明，回归方程复相关系数平方为0.915，预测变量的估计标准误为 0. 494。ANOVA 表明，F＝638.590，p＝0.000，说明预测变量模糊容忍度与因变量感知脆弱性间有明显的线性关系。未标准化回归系数 B＝-0.989，表明模糊容忍度增加 1 个单位，感知脆弱性减少 0.989 个单位。标准化回归系数 Beta＝-0.957，表明模糊容忍度增加 1 个标准差，感知脆弱性减少 0.957 个标准差。回归系数统计检验结果显著： t=-25.270，p=0.000。即，产品伤害危机模糊情境下，模糊容忍度消极影响感知脆弱性。消费者的模糊容忍度越高，那么感知脆弱性就越低，否则反之。从而，H2 得到支持。

购买意向对感知脆弱性的回归结果表明，回归方程复相关系数平方为0.936，预测变量的估计标准误为 0. 400。ANOVA 表明，F＝860.621，p＝0.000，说明预测变量感知脆弱性与因变量购买意向间有明显的线性关系。未标准化回归系数 B＝-0.900，表明感知脆弱性增加 1 个单位，购买意向减少 0.900 个单位。标准化回归系数 Beta＝-0.968，表明感知脆弱性增加一个标准差，购买意向减少 0.968 个标准差。回归系数统计检验结果显著：t=-29.336，p=0.000。即，产品伤害危机模糊情境下，感知脆弱性消极影响购买意向。消费者感知脆弱性越高，那么购买意向水平越低，否则反之。从而，H3 得到支持。

4.7 小结

研究一的结果表明，模糊容忍度消极影响感知脆弱性，同时它积极影响购买意向，感知脆弱性则消极影响购买意向。中介效应检验结果表明，感知脆弱性部分中介了模糊容忍度对购买意向的影响。为增加研究的外部效度，需要进一步在不同的产品伤害危机情境下检验研究一已经验证的构念间关系，并且检验调节变量的效应。

5. 研究二

5.1 实验场景

研究二目的是在研究一的基础上，在另一种产品伤害危机情境下进一步检验模糊容忍度对购买意向与感脆弱性的影响，以及感知脆弱性的中介作用，同时检验品牌知名度在模糊容忍度与购买意向及感知脆弱性关系间的调节效应，从而增加研究的外部效度。

研究采用实验方法，利用结构化问卷收集数据。以虚拟的驾驶 X 公司 A 品牌轿车消费者受到伤害为想象场景。轿车伤害事件及其相应的模糊情境根据 Laufer（2002）及 Laufer & Gillespie et al.（2009）所描述的译编。包含在同场景中的是与产品伤害危机过失相关联的不同项目信息。这些包括的项目表明公司过失、消费者过失及与中性过失信息。（实验场景见表 10）为检验品牌知名度的调节效应，将品牌知名度作为名义变量处理，分为品牌知名度高和品牌知名度低两个水平。即，在一个场景中表明 A 品牌是著名品牌，在另一个场景中表明 A 品牌是不知名品牌。

研究二构念测量项目同研究一，但根据伤害事件不同进行相应修改。在场景开发和确定测量项目的基础上，最终形成结构化问卷。

表 2　实验场景：轿车伤害危机

危机事件	消费者保护机构调查在驾驶 X 公司 A 品牌轿车后来自一些轿车的消费者背部伤害的投诉。
模糊情境	与一些驾驶 A 品牌轿车的司机访谈中，消费者保护机构发现在，一些司机没有遵循轿车手册中所规定的指令。例如：一些司机没有校准他们的座位以调整位置；不正确地调整他们的安全带；将枕头置于他们的座位上，尽管警告这样可能导致背痛。消费者保护机构也发现，在驾驶 A 品牌轿车前，一些消费者有背部问题的历史。尽管这些发现，调查都也发现了轿车的问题。例如：座位的倾斜功能不总是有效，A 品牌轿车的方向盘不象这个类别的其它方向盘那样可调节；对于轿车的座位和方向盘，X 公司最近开始利用了新的供应商；生产新型轿车工厂的人员流动与行业持平，但是质量控制人员少于行业中其他可比较的工厂。 到目前为止，尽管有很多推测，但导致事件发生的确切原因仍不清楚。

5.2 前测

为确保问卷中使用场景的可信性和有效性，进行了前测。尽管本研究场景为国外学者在实证研究中多次使用（如，Laufer，2002；Laufer & Gillespie et al.，2009），但可能会受到文化差异的影响，因此对于危机模糊情境进行了操控

检验。利用两个问题来对模糊情境进行操控检验：消费者驾驶 X 公司 A 品牌轿车后背部受到伤害的原因是明确的；消费者 X 公司 A 品牌轿车后背部受到伤害的原因是不明确的。通过访谈以及测试结果表明，场景中对于模糊情境的操控是成功的。

5.3 主实验

在主实验中，被试填写两种情境（品牌知名度高与品牌知名度低）问卷之一。问卷的第一部分包括研究目的简要介绍及如果回答问卷的指导，然后是被试模糊容忍度特质测试，接下来是 A 品牌产品伤害事件的描述；随后，被试回答一系列关于关键构念和项目的问题；最后，被试提供他们的个人信息，并提交问卷，结束实验。

5.4 样本

以在校本科生为被试，回收有效问卷 131 份。实验场景分组方面：品牌知名度低场景有效问卷 57 份，占 43.5%；品牌知名度高场景有效问卷 74 份，占 56.5%。性别方面：其中男性 75 人，占 57.3%；女性 56 人，占 42.7%。年龄方面：被试均为 90 后。学历方面：本次调查对像均为在校本科生。

MANOVA（多变量方差分析）表明性别主效应及性别与品牌知名度的交互效应在四种检验统计量(Pillai's Trace, Wilks' Lambda, Hotelling's Trace, Roy's Largest Root)下的结果都相同：$p>0.05$。对于性别主效应：$F_{模糊容忍度}=0.873$, $p=0.352$；$F_{感知脆弱性}=0.205$, $p=0.651$；$F_{购买意向}=0.605$, $p=0.438$。这说明，性别对模糊容忍度、感知脆弱性和购买意向的影响不显著。对于品牌知名度和性别的交互效应：$F_{模糊容忍度}=0.403$, $p=0.527$；$F_{感知脆弱性}=0.046$, $p=0.831$；$F_{购买意向}=0.126$, $p=0.721$。说明性别和品牌的交互效应对模糊容忍度、感知脆弱性和购买意向的影响不显著。MANOVA 还表明品牌知名度主效应在四种检验统计量(Pillai's Trace, Wilks' Lambda, Hotelling's Trace, Roy's Largest Root)下的结果都相同：$p<0.001$。对于品牌知名度主效应：$F_{模糊容忍度}=0.047$, $p=0.829$；$F_{感知脆弱性}=37.526$, $p=0.000$；$F_{购买意向}=35.750$, $p=0.000$。从而说明，在不同品牌知名度组别下，被试模糊容忍度水平不存在显著统计差异，而感知脆弱性和购买意向水平存在显著统计差异。

5.5 结果

对于四项目的模糊容忍度量表信度分析表明 Cronbach’s alpha 为 0.916，因子分析结果生成了单一的因子，解释了 83.4％的方差。对于三项目的感知脆弱性量表信度分析表明 Cronbach’s alpha 为 0.867，因子分析结果生成了单一的因子，解释了 80.5％的方差。对于四项目的购买意向量表信度分析表明 Cronbach’s alpha 为 0.903，因子分析结果生成了单一的因子，解释了 87.7％的方差。

1）感知脆弱性中介效应检验

为验证感知脆弱性是否中介模糊容忍度对购买意向的影响，进行如下四步一元回归（Baron & Kenny，1986）：

（1）步骤一：购买意向＝f（模糊容忍度）：回归系数B=0.616，t=10.013（p=0.000）。（2） 步骤二：感知脆弱性＝f（模糊容忍度）：回归系数B=-0.637， t=-9.644（p=0.000）。

（3）步骤三：购买意向＝f（感知脆弱性）：回归系数B=-0.918，t=-44.354（p=0.000）。

（4）步骤四：购买意向＝f（模糊容忍度，感知脆弱性）：模糊容忍度回归系数 B=0.055，t=2.086（p=0.039）；感知脆弱性回归系数 B=-0.882，t=-32.895（p=0.000）。

上述四步一元回归分析结果表明，感知脆弱性部分介模糊容忍度对购买意向的影响。在预测因变量购买意向的回归模型中包括中介变量感知脆弱性，因变量购买意向和自变量模糊容忍度间关系减弱，但是仍然保持统计检验显著，所以为部分中介。

2）假设检验结果

购买意向对模糊容忍度的回归结果表明，回归方程复相关系数平方为0.433，预测变量的估计标准误为 1.261。ANOVA 表明，F＝100.269，p＝0.000，说明预测变量模糊容忍度与因变量购买意向间有明显的线性关系。未标准化回归系数 B＝0.616，标准化回归系数 Beta＝0.661。回归系数统计检验结果显著：t=10.013，p=0.000。从而，H1 得到支持。

感知脆弱性对模糊容忍度的回归结果表明，回归方程复相关系数平方为0414，预测变量的估计标准误为 1.353。ANOVA 表明，F＝93.013，p＝0.000，说明预测变量模糊容忍度与因变量感知脆弱性间有明显的线性关系。未标准化回归系数 B＝-0.637，标准化回归系数 Beta＝-0.647。回归系数统计检验结果显著：t=-9.644，p=0.000。从而，H2 得到支持。

购买意向对感知脆弱性的回归结果表明，回归方程复相关系数平方为0.938，预测变量的估计标准误为 0.417。ANOVA 表明，F＝1967.235，p＝0.000，说明预测变量感知脆弱性与因变量购买意向间有明显的线性关系。未标准化回归系数 B＝-0.918，标准化回归系数 Beta＝-0.969。回归系数统计检验结果显著：t=-44.354，p=0.000。从而， H3 得到支持。

研究二在轿车产品伤害危机情境下进一步验证了研究一的结果。即，产品伤害危机模糊情境下，模糊容忍度积极影响购买意向；产品伤害危机模糊情境下，模糊容忍度消极影响感知脆弱性；产品伤害危机模糊情境下，感知脆弱性消极影响购买意向。

3）品牌知名度调节效应检验

（1）为验证品牌知名度在模糊容忍度与购买意向关系间调节效应，进行分组回归。

在品牌知名度低组中，做预测变量模糊容忍度对因变量购买意向的线性回归。结果表明，回归方程复相关系数平方为 0.023，预测变量的估计标准误为 0.244。ANOVA 表明，F＝2.338，p＝0. 132，说明预测变量与因变量间没有明显的线性关系。（详细情况见表 3）

表 3　回归系数[a]：低品牌知名度下购买意向

模型	未标准化系数		标准化系数		
	B 估计值	标准误	Beta 分布	t 值	显著性
(常数项)	2.837	0.093		30.372	0.000
模糊容忍度	-0.031	0.020	-0.202	-1.529	0.132

a. 因变量：购买意向

在品牌知名度高组中，做预测变量模糊容忍度对因变量购买意向的线性回归。结果表明，回归方程复相关系数平方为 0.937，预测变量的估计标准误为 0.492。ANOVA 表明，F＝1093.766，p＝0.000，说明预测变量与因变量间有明显的线性关系。模糊容忍度未标准化回归系数 B＝0.989，表明模糊容忍度增加 1 个单位，购买意向增加 0.989 个单位。标准化回归系数 Beta＝0.969，表明模糊容忍度增加 1 个标准差，购买意向增加 0.969 个标准差。回归系数统计检验结果显著：t=33.072，p=0.000。（详细情况见表 4）

表 4　回归系数[a]：高品牌知名度下购买意向

模型	未标准化系数		标准化系数		
	B 估计值	标准误	Beta 分布	t 值	显著性
(常数项)	0.008	0.141		0.057	0.954
模糊容忍度	0.989	0.030	0.969	33.072	0.000

a. 因变量：购买意向

分组回归结果表明，在品牌知名度低组中，模糊容忍度系数统计检验不显著（t=-1.529，p=0.132），而在品牌知名度高组中，模糊容忍度系数统计检验显

著（t=33.072，p=0.000）。从而，H4 得到支持。也就是，产品伤害危机模糊情境下，与品牌知名度低相比，当品牌知名度高时，模糊容忍度对购买意向积极影响效应会更强。

（2）为验证品牌知名度在模糊容忍度与感知脆弱性关系间调节效应，进行分组回归。

在品牌知名度低组中，做预测变量模糊容忍度对因变量感知脆弱性的线性回归。结果表明，回归方程复相关系数平方为-0.018，预测变量的估计标准误为 0. 498。ANOVA 表明，F＝0.000，p＝0.997，说明预测变量与因变量间没有明显的线性关系。（详细情况见表 5）

表 5　回归系数[a]：低品牌知名度下感知脆弱性

模型	未标准化系数		标准化系数	t 值	显著性
	B 估计值	标准误	Beta 分布		
(常数项)	5.509	0.191		28.886	0.000
模糊容忍度	0.000	0.041	-0.001	-0.004	0.997

a. 因变量：感知脆弱性

在品牌知名度高组中，做预测变量模糊容忍度对因变量感知脆弱性的线性回归。结果表明，回归方程复相关系数平方为 0.910，预测变量的估计标准误为 0. 607。ANOVA 表明，F＝741.265，p＝0.000，说明预测变量与因变量间有明显的线性关系。模糊容忍度未标准化回归系数 B＝-1.006，表明模糊容忍度增加 1 个单位，购买意向减少 1.006 个单位。标准化回归系数 Beta＝-0.955，表明模糊容忍度增加 1 个标准差，感知脆弱性减少 0.955 个标准差。回归系数统计检验结果显著：t=-27.226，p=0.000。（详细情况见表 6）

表 6　回归系数[a]：高品牌知名度下感知脆弱性

模型	未标准化系数		标准化系数	t 值	显著性
	B 估计值	标准误	Beta 分布		
(常数项)	8.142	0.174		46.780	0.000
模糊容忍度	-1.006	0.037	-0.955	-27.226	0.000

a. 因变量：感知脆弱性

分组回归的结果表明，在品牌知名度低组中，模糊容忍度系数统计检验不显著（t=-0.004，p=0.997），而在品牌知名度高组中，模糊容忍度系数统计检验显著（t=-27.226，p=0.000）。从而，H5 得到支持。也就是，产品伤害危机模糊情境下，与品牌知名度低相比，当品牌知名度高时，模糊容忍度对感知脆弱性消极影响效应会更强。与品牌知名度低相比，当品牌知名度高时，模糊容忍度对购买意向积极影响作用会更强；与品牌知名度低相比，当品牌知名度高时，模糊容忍度对感知脆弱性消极影响作用会更强。

5.6 小结

研究二再次验证了研究假设，同时表明，品牌知名度在模糊容忍度与感知脆弱性及购买意向关系间调节效应显著。虽然研究一与研究二基于两个场景进行实验，但是它们均是基于想像场景的实验研究，因此研究的外部效度仍然受到影响。为进一步验验证研究问题，需要在真实危机情境下进行检验。

6. 研究三

6.1 研究方法

2014 年 3 月 8 日凌晨 2 点 40 分，马来西亚航空公司称航班号为 MH370 的波音 777 - 200 飞机与管制中心失去联系。该飞机为载有 239 人，原定由吉隆坡飞往北京（资料来自百度百科）。举世睹目的马航客机失踪危机事件发生原因推测为飞行员自杀、机械故障及恐怖袭击等，表明事件原因具有典型的模糊性，从而为检验本研究假设提供了实证情境。飞机失踪危机事件发生后，在网上进行调查，采用问卷形式收集数据。

6.2 项目测量

研究三构念测量项目同研究一、研究二，但根据伤害事件不同进行相应修改。在确定测量项目的基础上，最终形成结构化问卷。

6.3 前测

为检验马航飞机失踪危机事件原因的模糊性，采用四个项目（Likert 7 点量表）来进行前测：我认为空难原因是不明确的；我认为空原因是模糊的；我认为空难原因是清楚的；我认为空难原因是明确的。测试结果表明，被调查者均认为飞机失踪事件原因是不明确的、模糊的。

前测还对马航品牌知名度进行测试。首先是马航介绍（资料来自百度百科）：马来西亚航空公司(MAS)是一家马来西亚的国营航空公司，是马来西亚的国家航空公司。自成立以来在 1963 年后，马来西亚航空公司已建立了良好的品牌在航空业的服务和安全性。随后采用一个测量项目评定马航的品牌知度，采用 Likert 7 点量表，从非常知名到非常不知名共七个选项。结果表明，30 名被试对马来西亚航空公司知名度平均评定为 4.193，标准差为 1.297。

6.4 主测试

问卷的第一部分包括研究目的简要介绍及如果回答问卷的指导，然后是被试模糊容忍度特质测试，接下来是马航的介绍及其飞机失踪事件的描述；随后，被试回答一系列关于关键构念和项目的问题；最后，被试提供他们的个人信息，并提交问卷，结束调查。

6.5 样本

本研究共回收有效问卷 281 份。性别方面：其中男性 165 人，占 58.7%；女性 116 人，占 41.3%。年龄方面：50 后 3 人，占 1.1%；60 后 15 人，占 5.3%；70 后 56 人，占 19.9%；80 后 139 人，占 49.9%；90 后 68 人，占 24.2%。学历方面：专科及以下 37 人，占 13.1%；本科（或在读）176 人，占 62.6%；硕士（或在读）68 人，占 24.2%。

MANOVA 表明，性别、年龄和学历的主效应在四种检验统计量(Pillai's Trace, Wilks' Lambda, Hotelling's Trace, Roy's Largest Root)下的结果都相同：$p>0.05$；并且性别、年龄和学历的交互效应在四种检验统计量(Pillai's Trace, Wilks' Lambda, Hotelling's Trace, Roy's Largest Root)下的结果都相同：$p>0.05$。对于性别主效应：$F_{模糊容忍度}=0.008$, $p=0.928$；$F_{感知脆弱性}=0.611$, $p=0.435$；$F_{购买意向}=0.467$, $p=0.495$。对于年龄主效应：$F_{模糊容忍度}=1.100$, $p=0.357$；$F_{感知脆弱性}=0.324$, $p=0.862$；$F_{购买意向}=0.426$, $p=0.790$。对于学历主效应：$F_{模糊容忍度}=0.131$, $p=0.941$；$F_{感知脆弱性}=0.451$, $p=0.717$；$F_{购买意向}=0.330$, $p=0.803$。上述结果表明，性别、年龄及学历对模糊容忍度、感知脆弱性和购买意向的影响统计检验不显著。对于性别与年龄交互效应：$F_{模糊容忍度}=0.586$, $p=0.557$；$F_{感知脆弱性}=0.920$, $p=0.400$；$F_{购买意向}=0.488$, $p=0.614$。对于性别与学历交互效应：$F_{模糊容忍度}=0.018$, $p=0.997$；$F_{感知脆弱性}=0.514$, $p=0.673$；$F_{购买意向}=0.366$, $p=0.778$。对于年龄与学历交互效应：$F_{模糊容忍度}=0.595$, $p=0.760$；$F_{感知脆弱性}=0.428$, $p=0.884$；$F_{购买意向}=0.487$, $p=0.844$。对于年龄、性别与学历的交互效应：$F_{模糊容忍度}=1.053$, $p=0.350$；$F_{感知脆弱性}=0.808$, $p=0.447$；$F_{购买意向}=0.542$, $p=0.582$。上述结果表明，性别、年龄及学历的交互效应对模糊容忍度、感知脆弱性和购买意向的影响统计检验不显著。

6.6 结果

利用 AMOS7.0 统计软件，通过结构方程模型来评价构念之间关系的方向和强度。采用 Anderson& Gerbing (1988)推荐的两步分析方法：第一步涉及到测量模型的分析，第二步测试潜变量间的结构关系。

（1）测量模型分析

验证性因子分析用来测试测量模型的适合性（adequacy）。测量模型的适合性测量基于信度、聚合效度、区分效度及模型拟合准则。

验证性因子分析结果表明，因子载荷均高于 0.7，满足内部一致性准则，从而所有的自变量和因变量表现出内部一致性。信度利用复合信度值来检验，每个构念保留项目的数量及相应的 Cronbach’s al.pha 在表 4 中提供。

聚合效度（convergent validity）测量利用 Fornell & Larcker 所建议的两个准则来验证：1) 所有指标载荷应该显著，并且超过 0.7；2) 由于每一个构念的测量误差，每一个构念的平均方差析取(AVE)应该超过 0.50。对于当前的测量模型，所有指标的载荷均在 0.7 临界值之上，AVE 均大于 0.5 (见表 7)。因此，对于聚合效度的两个条件都符合。同时，结果表明，构念的 AVE 均高于该构念与模型中其它构念间相关系数的平方。从而，区分效度的检验被接受。

表 7　构念保留项目、Cronbach’s alpha 及 AVE

构念	保留项目	Cronbach’s alpha	AVE
模糊容忍度	4	0.913	0.797
感知脆弱性	3	0.859	0.776
购买意向	5	0.899	0.802

对于目前的验证因子分析总体模型：卡方值－自由度之比 (χ2/df) 是 1.841（χ2=93.869；df=51)，拟合优度指数（GFI）为 0.947 校正拟合优度指数 (AGFI) 是 0.919，规范拟合指数(NFI)是 0.988，比较拟合指数(CFI)是 0.995，均方根残差（RMR）为 0.024，均方根近似误差（RMSEA）是 0.070，Tucker-Lewis 指数（TLI）为 0.993。上述结果表明测量模型具有一个充分的模型拟合。

（2）结构模型分析

选择最大似然法(ML)作为模型估计的方法。对于结构方程模型拟合情况，主要从三类适配指数进行检核：绝对适配指数、增值适配指数、简约适配指数。对于目前的结构方程总体模型，绝对适配统计量结果：拟合优度指数（GFI）为 0.947，校正拟合优度 (AGFI)是 0.919，均方根残差（RMR）为 0.024，均方根近似误差（RMSEA）是 0.055，期望跨效度指数（ECVI）是 0.528 小于饱和与独立模型值，MECVI 值为 0.537 小于饱和与独立模型值。以上统计量值均符合模型适配标准(详见表 8)

表 8　绝对适配指数

模型	RMR	GFI	AGFI	RMSEA	ECVI	MECVI
默认	0.024	0.947	0.919	0.055	0.528	0.537
饱和	0	1			0.557	0.584

独立	3.31	0.098	-0.067	0.657	28.833	28.838

对于目前的结构方程总体模型，增值适配统计量结果：规范拟合指数(NFI)是 0.988， 相对适配指数（RFI）为 0.985，增值适配指数（IFI）为 0.995，Tucker-Lewis 指数（TLI）为 0.993，比较拟合指数(CFI)是 0.995，比较拟合指数(CFI)是 0.996。以上统计量值均符合模型适配标准(详见表 9)

表 9　增值适配指数

模型	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
默认	0.988	0.985	0.995	0.993	0.995
饱和	1		1		1
独立	0	0	0	0	0

对于目前的结构总体模型，简约适配统计量结果：简约适配指数（PGFI）为 0.619，临界样本数（CN）大于 200，卡方自由度比（CMIN/DF）（χ2=93.869；df=51)值为 1.841，信息效标（AIC）为 147.869 小于饱和与独立模型，调整信息效标（CAIC）为 273.105 小于饱和与独立模型。以上统计量值均符合模型适配标准(详见表 10)

表 10　简约适配指数

模型	PGFI	HOELTER	HOELTER	CMIN/DF	AIC	CAIC
默认	0.619	0.5	0.1	1.841	147.869	273.105
饱和		205	231		156.000	517.792
独立	0.083	3	4	121.960	8073.353	8129.013

（3）回归结果总结

回归结果（详见表 7）表明模糊容忍度对购买意向的影响显著（t＝2.784，p＝0.005），即产品伤害危机模糊情境下，模糊容忍度积极影响购买意向，从而 H1 得到支持。模糊容忍度对感知脆弱性有显著的关系（t＝-27.141，p＝0.000），即产品伤害危机模糊情境下，模糊容忍度消极影响感知脆弱性，因此 H2 得到支持。感知脆弱性对购买意向的影响显著（t＝-17.806，p＝0.000），即产品伤害危机模糊情境下，感知脆弱性消极影响购买意向，所以 H3 得到支持。(详情见表 11、图 2)

假设	关系	估计	标准误	C.R.	p	接受 / 拒绝
H1	模糊容忍度→购买意向	0.128	0.046	2.784	** [a]	接受
H2	模糊容忍度→感知脆弱性	-0.984	0.036	-27.141	***	接受
H3	感知脆弱性→购买意向	-0.809	0.045	-17.806	***	接受

表 11　回归结果

a：***表示 p<0.001； ** 表示 p<0.01。

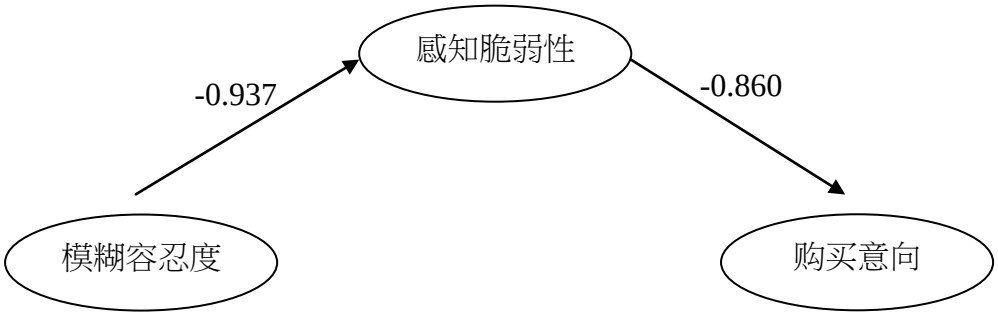

图 2　结构模型标准化路径系数

7. 结论

本研究基于 Baker & Gentry et al.（ 2005）提出的界定消费者脆弱性概念模型，构建了相应的研究概念框架。研究一方面检验消费者个性特质变量模糊容忍度对购买意向的影响，另一方面检验感知脆弱性的中介效应及品牌知名度的调节效应。为增加外部效度，研究一与研究二在两种不同想像的产品伤害危机场景下进行实验，同时进行一个实证研究。利用回归分析和结构方程等对数据进行处理。研究结果表明，模糊容忍度一方面积极影响购买意向，另一方面消极影响感知脆弱性。感知脆弱性部分中介了模糊容忍度对购买意向的影响，同时，感知脆弱性消极影响购买意向。即：产品伤害危机模糊情境下，消费者的模糊容忍度越高，那么感知脆弱性就越低，否则反之；产品伤害危机模糊情境下，消费者的模糊容忍度越高，那么购买意向水平越高，否则反之；产品伤害危机模糊情境下，消费者感知脆弱性越高，那么购买意向水平越低，否则反之。研究结果还表明，品牌知名度在模糊容忍度与购买意向及感知脆弱性关系间调节效应显著，与品牌知名度低相比，当品牌知名度高时，模糊容忍度的效应更强。

研究发现有三方面的理论贡献。首先，本研究在中国大陆情境下检验了个性特质变量模糊性容忍的影响，并且得到了统计检验显著的结果。其次，本研究首次在中国大陆情境下检验了消费者脆弱性构念，并且得到了统计检验显著的研究结果。另外，这一构念的引入，丰富了有关产品伤害危机的文献，同时也为未来研究视角提供洞察。以上两方面为本研究在中国大陆情境下做出的创新性贡献。最后，本研究也检验了品牌知名度的调节效应，并且得了与前期主流研究一致的结论。也就是，高品牌知名度增强了消费者响应前提变量的积极影响，或减弱消费者响应前提变量的消极影响。

研究发现有两方面的管理含义。一方面，企业在应对模糊的产品伤害危机时需要明确自己的目标细分，在响应产品伤害危机时应该针对不同的目标市场采取不同的策略。由于市场并非同质，不同特质的消费者对于同样的危机会有不同的认知活动及行为意向。在产品伤害危机模糊情境下，与高模糊容忍度消费者群体相比，对于低模糊容忍度消费者群体，企业响应努力应该更加主动，从而产生积极的消费者结果。

营销相关研究（（如：Ryan & Silvanto，2013；Buil & Martínez et al.，2013；Mackay & Spies et al.，2013））表明，品牌权益积极影响消费者结果。本研究在产品伤害危机模糊情境下也得类似的结论，表明品牌权益等在模糊的产品伤害危机危机下确实缓冲了危机的负面影响。从而，研究发现给出另一方面的管理含义。也就是，由于品牌权益（包括品牌知名度）的形成不是一蹴而就，而是需要长期的积淀，这就要求企业在日常经营中，通过营销努力不断培育品牌形象，增加品牌权益。这一方面可以带来更高的消费者溢价，另一方面可以有效应缓解诸如产品伤害危机等负面事件带来的不利影响。

本研究存在局限性，未来在一些方面仍需要进一步深入研究。未来研究应该考虑其它变量的调节或控制作用，以使研究得到更为全面、客观的结论。更为重要地，消费者脆弱性是宏观营销一个非常重要的研究主题，它与消费者及其社会福利密切相关，未来可以在中国大陆情境下对于这个构念进行更深入、广泛的研究。一方面，这可以弥补中国大陆在这方面研究空白；另一方面，更为重要地，对此进行研究极富有意义，并且可能会得到非常有价值的结论。

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企业社会责任行为对丑闻品牌形象的修复作用研究

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摘要

企业社会责任的缺失会引发丑闻事件，致使其品牌形象受损。那么，企业积极的社会责任行为能否修复已受损的品牌形象呢？本文通过实验研究发现：（1）品牌丑闻事件发生后，企业的社会责任行为对其品牌形象有着显著的修复作用；（2）丑闻感知责任负向调节企业社会责任行为对丑闻品牌形象的修复效果，感知责任越大，修复效果越弱；（3）就品牌形象修复效果而言，慈善捐助始终是最佳选择。在丑闻感知责任较低情况下，商业赞助显著优于事业关联营销，在高感知责任情况下二者无差异；（4）在企业社会责任行为和丑闻感知责任对丑闻品牌形象的作用过程中，利他性动机认知充当了中介变量。

关键词：品牌丑闻；企业社会责任行为；品牌形象；感知责任；利他性动机认知

引言

近年来，随着我国市场环境的不断完善和信息传播技术的快速发展，关于企业生产经营中的丑闻事件越来越呈现出高发趋势。中国人民大学危机管理研究中心发布的《2013 年度企业形象危机报告》显示：目前我国企业内部的各个风险领域，丑闻事件的发生频次均呈现激增状态，其中由企业内部管理问题引发的丑闻事件，频次增长率达到了 400%。企业往往处于一个被消费者感知的环境中，丑闻事件一旦发生，无论真实情况如何，只要消费者认为企业应该为事件负责，其品牌形象就会遭受一定程度的破坏，企业需要采取措施修复其品牌形象。

品牌丑闻往往与企业的社会责任缺失有关，主要体现为企业未能自觉履行属于企业的社会基础责任。因此，丑闻事件发生后（一年内），迫于制度压力，企业往往会更加积极主动地开展社会责任活动，其目的是确保其行动的制度合法性(李彬等，2011)。同时，基于形象修复目的，企业也应该积极主动开展社会责任活动，因为消费者的企业社会责任认知是构成其企业形象认知的重要组成部分（Vassilikopoulou et al，2009）。那么，丑闻后的企业社会责任行为真能修复已经受损的品牌形象吗？在非丑闻情景下，企业积极的社会责任行为对其品牌形象有着显著的提升作用（Sen et al，2001；谢佩洪等，2009），甚至长期积累的社会责任声誉还会产生溢出效应，起到保护品牌形象的作用（Klein et

al，2004；江炎骏，2013）。但企业社会责任行为对品牌形象的作用效果受诸多因素的影响，其中主要包括实施情景（Coombs，2007）和行为特质（刘凤军等，2012）,在不当的情景下开展社会责任活动，或在恰当的情景下所呈现的社会责任信息不恰当，均有可能给消费者留下“企业伪善”的品牌印象（Wagner et al，2009）。因此，不能简单地推论丑闻后企业社会责任行为就可以修复其品牌形象，需要进行实证检验，而目前学术界还缺乏对该问题的深入探讨。

鉴于此，本研究将运用实验方法，探讨丑闻后企业社会责任行为与丑闻品牌形象间的关系，并引入丑闻感知责任和利他性动机认知两个变量，试图解决如下问题：品牌丑闻事件发生后，企业开展社会责任活动是否能够修复丑闻品牌形象？不同社会责任行为方式（慈善捐助、商业赞助和事业关联营销）对丑闻品牌形象的影响是否存在差异？丑闻感知责任是否在企业社会责任行为对丑闻品牌形象的影响中起到了调节作用？在企业社会责任行为和丑闻感知责任对丑闻品牌形象的作用过程中，消费者的利他性动机认知是否具有中介作用？

理论背景

品牌丑闻是指在企业经营过程中发生的关于产品、服务、企业整体或员工个人的具有破坏性且传播广泛的事件（Roehm et al，2006）。品牌丑闻事件的发生，会引发消费者对焦点品牌的负面联想和认知，进而损害企业声誉破坏品牌形象（王晓玉等，2009）。但品牌丑闻俨然已成为企业的天然过程，丑闻事件发生后，企业如何最小化其负面影响，修复品牌形象，显然是企业更为关心的管理问题。

品牌形象修复的关键在于公众的认知，由于丑闻事件发生时，消费者对丑闻品牌的负面认知最为显著，因此，围绕品牌丑闻发生时，企业该如何响应？学者们展开了大量的研究。Dawar 等（2000）认为，企业的及时响应行为是企业从“明确否认责任”到“明确承担责任”之间的行为连续集。王晓玉等(2009)进一步将其归纳为否认、辩解、保持沉默和承认四类响应方式。企业在具体实施过程中，需要结合特定的丑闻情景，进行响应方式的选择，如否认更适合于谣言情景(Coombs，2007）。尽管企业及时响应行为的有效实施，能够稀释消费者对焦点品牌形象的负面认知，但并不意味着消费者已经忘记丑闻事件，在消费者后续的行为决策中，丑闻信息随时可能被激活，企业需要开展持续的品牌形象修复工作。有学者认为，品牌丑闻会削弱企业原有的营销策略实施效果（Heerde et al，2007），因此，调整营销组合策略可以实现对丑闻品牌形象的持续修复，尤其是广告和价格策略的调整对品牌形象的修复更为有效（Cleeren et al，2013）。但也有学者认为，营销策略调整作为一种市场行为，往往受短期营销目标的驱动，属战术性行为，缺乏长远的考虑与规划，对品牌形象的修复较为有限，企业应该引入战略性的非市场行为——企业社会责任（田志龙等，2007；Vassilikopoulou et al，2009）。

企业社会责任（Corporate Social Responsibility）是企业基于其所感知到的社会对自己的要求所选择的立场和采取的行为（Brown et al，1997），它反映了企业与相关利益群体之间的关系，体现为企业“做好事（Doing Good）”和企业“避免做坏事（Avoiding Bad）”两个层面的内容（Nick et al，2013）。在营销领域，出于对消费者的社会责任意识和社会责任消费行为的发现（Mohr et al，2001），学者们主要从“做好事”层面，探讨企业社会责任行为的效应问题。大量研究已经表明，企业“做好事”会引起消费者内在认知和外在行为方面的积极响应，即存在正面的社会责任行为效应（Sen et al，2001；谢佩洪等，2009）。且企业“做好事”还能稀释企业“做错事”的负面影响，因为企业长期在社会责任方面的努力，会形成良好的社会责任声誉，一旦企业发生品牌丑闻事件，企业社会责任声誉会促使消费者把企业的负面信息归因于外部的、偶然的原因，从而有效降低丑闻事件对品牌形象的伤害（Klein et al，2004；江炎骏，2013）。但 Basu 等（2008）认为，探讨企业的社会责任行为效应，不仅要关注企业“做什么”，还要分析其“想什么”和“说什么”的问题，即要从行为过程视角分析企业社会责任的行为方式和动机。基于该视角，Lii 等（2012）将企业社会责任分为慈善捐助、商业赞助和事业关联营销(cause-related marketing)三种行为方式。其中慈善捐助由于具有无条件、非互惠的特点，是“真正的利他”，而商业赞助由于存在直接的补偿性交易（Meenaghan et al，2013），其利他动机会受到一定质疑，事业关联营销作为市场促销、慈善捐助和公共关系的有机结合（Robinson et al，2012），其利他性动机最容易受到质疑。且无论企业以何种方式开展社会责任活动，其企业社会责任匹配度均会影响消费者对其利他性动机认知的判断（田虹等，2013）可见，企业的社会责任行为与企业的商业经营行为并非对立关系，只有战略性地看待企业社会责任问题，企业才能实现“鱼与熊掌兼得”的目标（赵曙明，2009）。

尽管学者们已经明确提出企业社会责任行为在丑闻品牌形象修复中的重要性，但关于品牌丑闻后的企业社会责任行为研究还相对缺乏，至少有两个重要问题尚未得到回答：第一，品牌丑闻发生后，企业的社会责任行为能否修复品牌形象？第二，丑闻后企业社会责任行为对其品牌形象的作用机理如何？清楚回答这两个问题，既能够进一步推进品牌形象修复研究和企业社会责任行为效应研究，同时对企业重视并开展企业社会责任有着重要的现实意义。

研究假设

1. 企业社会责任行为对丑闻品牌形象的修复作用

根据刺激——机体——反应（S-O-R）理论，受外界刺激的影响，消费者的认知态度和行为反应均会发生相应变化。人们对外在刺激的认知反应，主要表现为外显态度和内隐态度的变化，其中内隐态度较为稳定，在人们的态度动态形成过程中具有长期效应，而外显态度则具有一定的动态性，随着外在刺激（正面信息/负面信息）性质的不同，呈现不同的认知状态（翁智刚等，2013）。品牌丑闻事件发生后，无论消费者对丑闻品牌的内隐态度处于何种状态，一旦企业的社会责任行为信息暴露，消费者的外显态度必然发生变化。正如前文所述，由于消费者社会责任意识的存在，当企业开展社会责任行为时，企业“行善”的正面信息会引发消费者的正面响应。据此，可以推断，丑闻事件发生后，企业开展社会责任行为，无论其行为方式如何，均会对消费者的品牌形象认知产生积极作用，即企业社会责任行为对丑闻品牌形象具有修复作用。因此，提出如下假设：

H1： 品牌丑闻事件发生后，企业的社会责任行为（慈善捐助、商业赞助和事业关联营销）对其品牌形象均有着显著的正向影响，即企业社会责任行为对丑闻品牌形象具有修复效应。

2. 丑闻感知责任的调节作用

依据归因理论，品牌丑闻事件发生后，消费者首先会对丑闻发生的控制点(内因/外因)、稳定性(偶然发生/长期存在)和可控性(是否可控)进行归因分析，从而对谁应为丑闻负责做出判断，归因结果（即丑闻感知责任）直接决定其行为反应（王晓玉等，2009）。因此，丑闻感知责任作为一个重要的丑闻情景变量，将对丑闻后企业行为方式的选择及行为效果产生影响（Coombs，2007）。

根据归因理论中的共变原则和折扣原则，如果消费者发现，企业在丑闻事件中应负有较大的责任，消费者将会非常气愤，并进一步对被观测到的企业后续行为赋予相似的解释，致使企业后续行为的应有效果大打折扣（朱翊敏，2013）。可见，坏人做好事，会降低其正面行为的信息价值。基于以上分析，本研究推测，丑闻事件发生后，企业社会责任行为对品牌形象的修复效果，受丑闻感知责任的调节作用。感知责任越大，企业社会责任行为对丑闻品牌形象的修复作用越不显著。

H2：丑闻感知责任负向调节企业社会责任行为对丑闻品牌形象的修复效果。

卢东等（2010）在研究中指出，一旦消费者在情景归因中发现，企业在丑闻事件负有较大责任，消费者几乎不用对企业社会责任行为的内部特质进行分析，就已经对企业社会责任的动机产生质疑,而只有当消费者在情景归因中产生

的怀疑较少时，才可能更多地对企业社会责任的内部特质进行归因。可见，在丑闻感知责任较高情况下，消费者会忽视不同社会责任行为方式之间的差异，而在感知责任较低情况下，消费者却比较重视。结合 Lii 等(2012)的观点：在非丑闻情景下，慈善捐助、商业赞助和事业关联营销对消费者认知的正向影响存在显著差异，其中慈善捐优于商业赞助，而商业赞助又优于事业关联营销。本研究提出如下假设：

H3：就丑闻品牌形象修复效果而言，丑闻感知责任对企业社会责任行为方式存在调节作用；

H3a：在丑闻感知责任较低情况下，就丑闻品牌形象修复效果而言，慈善捐助最佳，商业赞助次之，事业关联营销最差。

H3b：在丑闻感知责任较高情况下，三种社会责任行为对丑闻品牌形象的影响无显著性差异。

3. 利他性动机认知的中介作用

在非丑闻情景下，企业社会责任之所以能够提升品牌形象，是因为消费者通过社会责任归因，发现了企业真诚的一面，即利他性动机认知充当了中介变量(田虹等，2013)。在丑闻情景下，消费者的归因过程将更为复杂，消费者不仅会企业社会责任的内部特质进行归因，还会对企业开展社会责任的情景进行归因，特质归因和情景归因的共同结果影响其心理和行为反应（卢东等，2010）。因此，本研究认为，品牌丑闻事件发生后，消费者对社会责任活动特质和丑闻责任情景的双重归因，共同影响消费者的利他性动机认知判断，在双重归因后，如果消费者依然认为，企业开展社会责任活动是出于利他需要，消费者就会对其品牌形象做出积极评价。据此提出如下假设：

H4：在企业社会责任行为和丑闻感知责任对丑闻品牌形象的共同作用过程中，利他性动机认知充当了中介变量。

研究设计

本研究运用实验法，采用 2（丑闻感知责任：高/低）*3（CSR 行为：慈善捐助、商业赞助、事业关联营销）的组间设计，同时，设置 2 个无社会责任行为的参照组，共 8 组。

1. 刺激物设计

手机是人们较为熟悉的产品品类，在进行品牌丑闻研究时，经常被用来作为刺激物，同时为了排除被试自身消费经验对实验结果的干扰，实验材料采用虚拟品牌“A 品牌”进行设计。

（1）企业背景。方正等（2010）的研究表明，企业声誉会调节丑闻后企业响应行为对品牌资产的影响。因此，材料设计中需要对企业声誉进行操控。通过对 5 个手机企业背景材料的重新组合，剔除可能导致声誉好、坏判断的文

字，尽可能将企业声誉稳定在一个中等水平。

（2）品牌丑闻。以 2013 年 12 月 28 日网易新闻刊登的“苹果手机自燃”事件为原型，组合多家媒体报道，设计丑闻感知责任高、低两个实验材料。其中高感知责任事件中，声称“手机自燃系 A 企业采用了不达标的锂电池所致，而锂电池供应商是 A 企业的附属子公司，事件发生后，A 企业已公开致歉，并召回不合格产品。”在低感知责任事件中，声称“手机自燃一般是由于锂电池遇热所致，但 A 公司的锂电池经权威机构检测，均符合标准，事件发生后，A 公司已发表声明，并表示将配合相关部门彻查此事。”

（3）企业社会责任行为。考虑到被试对企业社会责任活动的相关性，刺激材料选择中国青少年发展基金会设立的“希望工程激励行动项目”为公益事业素材。在实验过程中，为了排除社会责任匹配度、社会责任投入水平等变量可能会对实验结果的影响，在三个实验材料中，均选择同一社会事业项目、同一活动对象和同样的投入水平，仅对企业社会责任的行为方式进行差别性描述。在慈善捐助材料中，声称“在中国青基会网站中获悉，A 企业向中国青基会无偿捐助 2000 万元，以支持其该年度本项目的实施。”在商业赞助材料中，描述为“据各大媒体报道，A 企业为支持该项目的实施，特向中国青基会赞助 2000 万元，根据赞助协议，在活动实施期间，A 企业具有唯一冠名权。”事业关联营销材料中，描述为“在 A 企业官网中获悉，在特定时间内，A 企业每销售一部手机，将向中国青基会捐助 10 元钱，用以支持其该项目的实施，据初步估算，A 企业可能向中国青基会捐助 2000 万元。”

2. 实验程序

由于学生样本的同质性较高，能有效降低个体差异对研究结果的影响（方正等，2010），同时考虑到被试需要具备企业社会责任方面的基础理论知识（Lii et al，2012），因此，本研究选择某高校商学院本科生为样本对象。被试被随机分成 8 组，6 个实验组的实验程序如下：首先，请被试阅读企业背景信息，并对企业声誉进行评分（用于操纵检验）；其次，请被试阅读品牌丑闻信息，并对丑闻感知责任进行评分（用于操纵检验）。再次，请被试阅读企业社会责任行为信息，并对社会责任行为方式进行选择（用于操纵检验），以及对企业社会责任匹配度进行评分（用于操纵检验），在此基础上，对动机认知和品牌形象打分（用于假设检验）。最后，是人口统计特征的问题。2 个参照组中的被试，在阅读品牌丑闻信息后，直接对丑闻感知责任和品牌形象进行评分即可。

3. 变量测量

本研究的中介变量是利他性动机认知，因变量是品牌形象。对利他性动机认知的测量，参考顾浩东等（2009）的研究，设计三个题项，即“追求社会利益”、“支持教育事业发展”、“关注学生成长”（Cronbach’s a=0.852）；品牌形象的测量，参考 Klein 等（2004）的研究，设计 5 个题项：“产品品质高”、“质量

很稳定”、“产品安全可靠”、“使用该品牌能体现个人品味”、“使用该品牌体现个人生活方式”（Cronbach’s a=0.887）。

在完成对中介变量和因变量的测量后，被试需要通过实验操纵的有效性检验。第一是企业声誉的测量。参考方正等（2010）的研究，设计一个题项“您觉得 A 企业在消费者心中的声誉如何”。第二是丑闻感知责任的测量。参考 Coombs（2007）的研究，设计 3 个题项：“企业内部原因造成”、“在企业长期存在”、“企业本可以控制事件的发生”（Cronbach’s a=0.871）。第三是企业社会责任行为类型的测量。请被试对企业的社会责任行为类型进行判断：慈善捐助/商业赞助/事业关联营销/其它。第四是企业社会责任匹配度的测量。参考田虹等（2013）的研究，设计 1 个题项，“A 品牌形象与公益事业项目的一致性程度”。以上所有变量的测量，除社会责任行为类型外，均使用 7 点 Likert 量表，1 代表“非常不同意”，7 代表“非常同意”。

实证检验

1. 样本概况

共发放问卷 280 份，8 个实验组，每组 35 份；因漏选和社会责任行为类型误判等原因，剔除样本 45 个，剩余有效样本 235 个。其中男性样本 85 个，女性样本 150 个，女性样本偏高，占总样本的 63.83%，方差结果分析显示，无论是实验组，还是参照组，被试对品牌形象的评价在不同性别间均无显著差异（$M_{参照组}$=2.66，$F_{参照组}$=0.231，P=0.633；$M_{实验组}$=4.20，$F_{实验组}$=0.268，P=0.605），排除了性别特征可能给本研究所带来的影响。

2. 操控检验

第一是企业声誉。方差分析结果显示，8 组被试对企业声誉的评价无显著性差异（均值从 5.21-5.68，F=0.537，P=0.806），排除企业声誉可能给本研究带来的影响。第二是丑闻感知责任。对于接受高、低丑闻事件责任刺激物的被试，他们对丑闻感知责任的判断存在显著差异（$M_{低感知责任}$=4.78,$M_{高感知责任}$=6.39，F=167.207，P=0.000）。对于接受高感知责任刺激物的 4 个实验组，他们对丑闻感知责任的评价无显著差异（均值从 6.27-6.59，F=1.026，P=0.384）。对于接受低感知责任刺激物的 4 个实验组，他们对丑闻感知责任的评价也无显著差异（均值从 4.57-4.98，F=0.873，P=0.457）。以上方差分析表明，丑闻感知责任的组间差异性、组内同质性被成功操控。第三是社会责任行为类型。企业社会责任行为类型样本共 210 个样本，慈善捐助、商业赞助和事业关联营销各 70 个，剔除后的有效样本分别为 59、60、59。第四是企业社会责任匹配度。6 组被试对企业社会责任匹配度的评价也无显著性差异（均值从 4.63-5.52，F=1.015，P=0.410），排除了社会责任匹配度可能对实验结果的影响。

3. 信度、效度检验

本研究中对利他性动机认知和品牌形象两个潜变量的测量，均采用学术界多次使用的成熟量表，因此，具有较好的内容效度。进一步分析发现：利他性动机认知的三个题项的因子载荷系数分别为（0.867、0.892、0.877），Cronbach's a 系数为 0.852，组合信度为 0.910，平均变异抽取量 AVE 为 0.772；品牌形象的五个题项的因子载荷系数分别为（0.819、0.857、0.831、0.845、0.805）；Cronbach's a 系数为 0.887，组合信度为 0.918，平均变异抽取量 AVE 为 0.692。以上指标数据均在可接受水平至上，说明这两个变量的信度和内在结构拟合情况良好，测量题项作为潜变量的衡量指标较为合理，可以继续开展假设检验。

4. 假设检验

首先，检验企业社会责任行为对丑闻品牌形象的修复作用。在不考虑丑闻感知责任变量的情况下，将原 8 组数据合并为 4 组：慈善捐助、商业赞助、事业关联营销和参照组，用单因素方差分析判别品牌形象在各组间的差异性。分析结果显示：丑闻品牌形象在各组间存在显著性差异（F=70.543，P=0.000<0.05）。进一步用 Scheffe 法进行事后比较分析发现，就丑闻品牌形象而言，三种社会责任行为均显著高于企业未开展社会责任行为（见表 1），可见，丑闻后，企业开展社会责任活动对丑闻品牌形象有着显著的修复作用，H1 得到验证。

表 1：企业社会责任行为对丑闻品牌形象的修复作用结果

因变量	参照组（I）	实验组（J）	均值差（I-J）	标准误	显著性
丑闻品牌形象	无 CSR 行为（N=57；M=2.66）	慈善捐助行为（N=59；M=4.69）	-2.03	0.14	0.00
		商业赞助行为（N=60；M=4.09）	-1.43	0.14	0.00
		事业关联营销行为（N=59；M=3.83）	-1.17	0.14	0.00

其次，检验丑闻感知责任的调节作用。剔除参照组数据，将 6 个实验组数据作为独立样本进行分析。H2 推测，丑闻感知责任负向调节企业社会责任行为对丑闻品牌形象的修复效果。方差分析显示：丑闻感知责任越高，企业开展社会责任活动后，丑闻品牌形象的效价越低（$M_{低}$=4.36 和 $M_{高}$=4.05；F（2.528）=6.16，p=0.01<0.05）。该分析结果说明，品牌丑闻事件发生后，丑闻感知责任

对品牌形象的负向影响显著。但要验证 H2，证明调节作用的存在，需要检验“企业社会责任行为*丑闻感知责任”这一交互项。为此，将自变量和调节变量转换为虚拟变量后，建立饱和回归模型，分析结果显示，显著的交互项回归系数全部为负（$B_{高感知责任*慈善捐助}$=-0.740，p=0.008；$B_{高感知责任*商业赞助}$=-0.608，p=0.029，其余系数被回归模型默认为基准对照水平）。这说明品牌丑闻事件发生后，丑闻感知责任对“企业社会责任行为对丑闻品牌形象的修复效果”起到了负向调节作用，因此，H2 得到有力支持，参见表 2。

表 2：丑闻感知责任在企业社会责任修复丑闻品牌形象中的负向调节作用

因变量	CSR行为方式	丑闻感知责任（高/低）	均值	均值差（H-L）	显著性
品牌形象	慈善捐助	高（H）	4.39	-0.59	0.004
		低（L）	4.98		
	商业赞助	高（H）	3.86	-0.44	0.041
		低（L）	4.30		
	事业关联营销	高（H）	3.90	0.15	0.361
		低（L）	3.75		

H3 推测，就品牌形象修复效果而言，丑闻感知责任对企业社会责任行为方式具有调节作用。方差分析结果表明，在丑闻感知责任较低的情况下，在修复丑闻品牌形象过程中，三种社会责任行为之间存在显著性差异（F（0.997）=18.741，P=0.000），就品牌形象修复效果而言，慈善捐助最优（M=4.98），商业赞助次之（M=4.30），事业关联营销最差（M=3.75）,H3a 得到验证。在丑闻感知责任较高的情况下，三种社会责任行为之间的差异性仍然显著（F（0.477）=4.817，P=0.010），H3b 没有得到验证，但在进一步的事后检验中却发现，商业赞助和事业关联营销间的差异并不显著（P=0.965>0.05）。为了进一步确认丑闻感知责任对企业社会责任行为方式的调节作用，将两组数据合并后，用一般线性模型进行分析，结果表明，企业社会责任行为与丑闻感知责任的交互项统计显著（F（0.650）=4.080，P=0.019）。证明了调节作用的存在，因此 H3 得到支持。参见表 3。

表 3：丑闻感知责任对企业社会责任行为方式的调节作用

因变量	调节变量	CSR 行为（I）	CSR 行为（J）	均值差(I-J)	显著性
品牌形象	丑闻感知责任（高）	慈善捐助（M=4.39）	商业赞助（M=3.86）	0.53	0.018
			事业关联营销	0.49	0.030

		（M=3.90）		
	商业赞助（M=3.86）	事业关联营销（M=3.90）	-0.04	0.965
丑闻感知责任（低）	慈善捐助（M=4.98）	商业赞助（M=4.30）	0.68	0.003
		事业关联营销（M=3.75）	1.23	0.000
	商业赞助（M=4.30）	事业关联营销（M=3.75）	0.55	0.017

最后，检验利他性动机认知的中介作用。H4 推测，企业社会责任行为与丑闻感知责任的交互作用对丑闻品牌形象的影响受利他性动机认知的中介作用。检验此中介作用，需依据有中介的调节模型，依次开展三个回归方差（Muller et al，2005；张莉等，2011）。

$$Y = b_{10} + b_{11}X + b_{12}Mo + b_{13}XMo + \varepsilon_1 \quad (1)$$

$$Me = b_{20} + b_{21}X + b_{22}Mo + b_{23}XMo + \varepsilon_2 \quad (2)$$

$$Y = b_{30} + b_{31}X + b_{32}Mo + b_{33}XMo + b_{34}Me + b_{35}MeMo + \varepsilon_3 \quad (3)$$

其中，X 为自变量企业社会责任行为，由于为三分类变量，需要转换为虚拟变量，以事业关联营销为参照水平，设置两个虚拟变量X_1（慈善捐助与事业关联营销对比）和X_2（商业赞助与事业关联营销对比），Mo为调节变量丑闻感知责任（在数据分析中，对高感知责任赋值1，低感知责任赋值0），Me为中介变量利他性动机认知（连续变量），Y为因变量丑闻品牌形象（连续变量），b_{10}、b_{20}、b_{30}分别为三个回归方程的常数项，ε_1、ε_2、ε_3为误差项。b_{11}、b_{21}、b_{31}分别为社会责任行为在三个回归方程中的影响系数，b_{12}、b_{22}、b_{32}分别为丑闻感知责任在三个回归方程中的影响系数，b_{13}、b_{23}、b_{33}分别为丑闻感知责任与企业社会责任行为的交互项在三个回归方程中的影响系数，b_{34}为利他性动机认知在方程3中的影响系数，b_{35}为利他性动机认知与丑闻感知责任的交互项在回归方程3中的影响系数。检验结果显示，b_{13}、b_{23}和b_{34}显著，即利他性动机认知的中介作用存在，且b_{33}部分显著（$b_{慈善捐助*高感知责任}$=0.251，p=0.013; $b_{慈善捐助*高感知责任}$=0.035，p=0.68>0.05）,表明利他性动机认知为完全中介。

结论与讨论

1. 结论与理论贡献

本文通过实证研究主要得出如下结论：第一，品牌丑闻事件发生后，企业开展社会责任活动可以修复品牌形象。本研究通过实验方法发现，品牌丑闻事件发生后，企业通过慈善捐助/商业赞助/事业关联营销等方式开展社会责任活

动，均会显著提升消费者对丑闻品牌形象的评价。可见，品牌丑闻情景下，企业社会责任对消费者认知的正向影响仍然存在。第二，丑闻感知责任负向调节企业社会责任行为对品牌形象的修复效果。根据 Coombs（2007）的观点，本研究以丑闻感知责任为调节变量，探讨其对企业社会责任行为与丑闻品牌形象间关系的影响，结果表明，消费者对丑闻事件的感知责任越大，社会责任行为对品牌形象的修复作用越弱。第三，就丑闻品牌形象修复效果而言，丑闻感知责任对企业社会责任行为方式存在调节作用。根据 Lii 等（2012）的观点，慈善捐助、商业赞助和事业关联营销三种行为方式对消费者认知的影响存在差异。本研究在证实该观点的基础上，进一步发现，在高感知责任情况下，商业赞助和事业关联营销的差异不显著。第四，受丑闻感知责任的影响，在企业社会责任修复品牌形象的过程中，消费者的利他性动机认知充当了完全中介变量。依据归因理论，本研究也发现，品牌丑闻情景下，企业开展社会责任活动，会引发消费者的双重归因（情景归因和特质归因），归因结果（利他性动机认知）进而反映企业的行为效果（丑闻品牌形象修复）。

本文的理论贡献主要体现在以下三个方面：首次，本文对丑闻后企业社会责任行为的研究，是对正常情景下企业社会责任行为效应研究的延续，通过对企业“做坏事”与企业“做好事”关系的进一步探究，对全面理解企业社会责任行为效应具有一定的理论价值。其次，关于品牌形象修复问题，现有成果主要集中在企业短期响应领域，本文从社会责任视角探讨品牌形象的持续修复问题，是对品牌形象修复理论的有益补充。最后，本文对“企业社会责任行对丑闻品牌形象的修复机理”分析，实际上是基于信息加工理论，是对消费者的信息加工过程的一种外在呈现，便于更好的理解信息加工理论。

2. 管理启示

品牌形象修复是企业进行品牌形象管理的重要内容。在丑闻事件高发背景下，探讨企业的品牌形象修复问题有着重要的现实意义。通过本研究，主要得出如下启示：第一，企业要重视社会责任。企业要重视社会责任，重视社会责任不仅意味着，企业要自觉履行社会责任，避免做坏事，同时还要积极主动的做好事。积极的社会责任行为，不仅能提升品牌形象，保护品牌形象，还能修复品牌形象。第二，企业社会责任决策不能盲目。在非丑闻情景下，企业积极开展社会责任活动，可以基于自己的能力，选择适合自己的社会事业，通过方式创新，实现社会责任的最大效益。但在丑闻情景下，企业社会责任行为方式的选择，尽可能以慈善捐助为主，其他方式的创新，都有可能强化消费者对企业行为动机的质疑，弱化其行为效果。

3. 局限性和未来研究展望

本文也存在一些局限性：（1）本研究采用的是实验方法，实验过程中，由于被试和刺激物的限制，研究结论的普适性可能会受到影响；（2）本研究以丑

闻感知责任为情景变量，探讨了丑闻情景对丑闻后企业行为效果的影响，而相关研究表明，丑闻后企业行为的效果还受丑闻前相关变量的影响，当然，这些缺陷也为后续研究提供了研究思路和方向，如未来研究可运用其他研究方法，或在考虑其它变量情境下，探讨丑闻后企业社会责任行为与品牌形象的关系。

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心甘情愿还是无可奈何？乡村社区中农户农资产品锁定购买行为影响因素研究初探

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摘要

由于农村社会网络的相对封闭性，农户往往会长期频繁购买某特定农资品牌产品或惠顾某特定农资零售店，本文把这种现象界定为锁定购买行为模式，并依据不同的锁定对象将其划分为品牌锁定和零售店锁定两种模式，重点从直接因素、购买情境等方面实证探究和比较了这两种不同锁定购买行为的影响因素。研究表明：在两种锁定购买行为影响因素中，情境因素的综合效应均明显大于直接因素；在品牌锁定购买行为影响因素中，品牌功能价值的影响力度最大，社会规范、交易依赖关系和感知差异化等情境因素次之，品牌感知风险和感知成本最弱；在零售店锁定购买行为影响因素中，人情关系质量的影响力度最大，交易依赖关系、社会规范和感知差异化等其它情境因素次之，零售商形象、商品形象、声誉形象、服务形象等直接因素较弱。

关键词：锁定购买行为；影响因素；农资产品；乡村社区

ABSTRACT

Because of the relatively closed rural social network environment, farmers repurchased a particular brand product of agricultural material or patronized a particular store of agricultural material frequently in a long term. We defined this phenomenon as Lock-in Purchasing Behavior Pattern and divided it into lock-in brand purchasing behavior and lock-in store purchasing behavior according to the different locked objects, mainly empirically researched and compared the influence factors of this two different lock-in purchasing behaviors from the direct factors and situational factors. The research shows that: Of all this two lock-in purchasing behaviors' factors, the synthetical effects of situational factors were significantly greater than the direct factors; Of lock-in brand purchasing behavior's factors, brand's functional value had the most impact, closely followed by social norms, trade dependency and perceived differentiation of situational factors, the impact of brand perceived risk and perceived cost were weakest; Of lock-in store purchasing behavior's factors, the quality of human relationship had the most impact, closely followed by trade dependency, social norms, perceived differentiation and other situational factors, the impact of retailer

image, product image, reputation image, service image of direct factors were weakest.

Keywords: lock-in purchasing behavior; influence factor; agricultural materials product; rural community

在快节奏的信息时代，认准品牌或商场已成为众多顾客在不愿或已疲于付出更多时间和精力的情况下购买安全、可靠产品时所选择的一种重要的购买方式，这种现象在农资市场中也普遍存在。在我国小农经济的背景下，由于农户普遍种植规模小、农资购买呈现季节性，更为重要的是随着农村剩余劳动力的转移，农业收入占其家庭收入的比重逐渐下降等原因，农户对农资产品的介入度有所下降，加剧了农户购买的非专家性特征，也加强了品牌对农户购买的引导作用。另外，相对于城市商场售卖者与购买者的关系而言，在相对封闭和狭小的农村社区环境中，农资零售商处于销售关系网络的核心地位（俞芳，2013），农户与农资零售商的互动更为频繁和紧密。这种密切的人际关系既能为所购买的农资产品取得较高的质量保障（张闯等，2011），又使得农户对农资产品的购买行为在一定程度上被限制在较小的空间范围内和与零售商的人际关系之中，因而出现频繁购买特定品牌产品或长期惠顾特定零售店的行为。本文将这种由买卖关系相对固定和选择受限的情境而造成的农户长期购买某品牌产品或惠顾某零售店的意识和行为界定为锁定购买行为模式。

锁定购买行为类似于习惯性或重复性购买行为，但又有所区别。一方面，锁定购买行为是在未深入搜集信息的情况下所形成的一种长期购买某品牌产品或多次惠顾某商场的购买方式，具有习惯性或重复性购买行为迅速购买、低介入的特点（Posselt and Gerstner，2005）；另一方面，锁定购买行为强调了顾客对某品牌或商场的持续性购买，可能是出于满意而产生的“有意识忠诚行为”，也可能是由于主观转换惰性或客观转换成本过高而采取的“无意识忠诚行为”（Dick and Basu，1994；张言彩和韩玉启，2007），而习惯性或重复性购买行为只是一种惰性忠诚（Assael，1987），顾客购买并不是因为特别偏爱某品牌或商场，而是出于某种难以改变的习惯，属于“无意识忠诚行为”。锁定购买行为也不完全等同于顾客忠诚行为。尽管锁定购买行为既可以表现为偏好购买的态度忠诚（狭义的忠诚性购买行为），也可以表现为惰性购买的行为忠诚（如习惯性或重复性购买行为），看起来类似于态度或行为层面上的广义的忠诚性购买行为。但与强调主观性态度忠诚的忠诚性购买行为不同（Oliver，1997；曹忠鹏，2008），锁定购买行为因被动或主观依赖于某品牌或零售店而更强调行为忠诚。在交易双方关系稳定性更高、选择受限性更大的情境下，这种固有的依赖性致使锁定购买行为在行为层面上对特定品牌产品或特定零售店的长期购买倾向更为明显。因此，锁定购买行为与习惯性或重复性购买行为、忠诚性购买行为有

着明显的区别。

然而，现有顾客行为理论研究主要关注于顾客满意度、顾客忠诚行为等方面，对顾客被动购买行为这一有趣新现象的理论探讨较少，有关顾客锁定购买行为的实证研究就更少。那么，农户锁定购买行为有哪些主要模式，是更看重品牌还是更看重零售店？影响农户产生不同锁定购买行为模式的因素有哪些，是出于对特定品牌或零售店的满意而导致的顾客忠诚或主动选择因素较多，还是由于转换成本过高或选择受限而导致的被动依赖因素较多？这些影响因素对农户锁定购买行为的作用机理是什么？现有文献对这种特定购买行为的研究还存在理论空白。为此，本文基于顾客锁定相关理论，结合农资购销环境及乡村社会关系情境，界定了锁定购买行为的概念，构建了顾客锁定购买行为影响因素的理论模型，并从品牌感知价值、零售店感知形象等直接因素，感知差异化、交易依赖关系、人情关系质量、社会规范等购买情境两方面实证分析了不同影响因素对农户农资锁定购买行为的影响。研究结论对丰富现有顾客行为理论、指导农资企业制定有效的营销管理策略具有重要的探索意义。

1. 理论背景与研究假设

1.1 顾客锁定理论基础

现有顾客购买行为理论的研究主要关注于习惯性或重复性购买与顾客忠诚等方面，鲜有对顾客锁定现象的系统性探讨。当前学者研究的主流趋势是把锁定现象置于网络经济的具体环境中，研究消费者不得不成为某产品或服务的永久客户这一经济现象的概念、原因及其影响（Geriach，2004；Duke et al，2006；吴海华，2007；张素华，2008）。

有关顾客锁定的概念，不同学者和专家从不同的角度进行了解释。基于信息网络的外部性，陈平路（2003）认为由于信息产品的差异性，购买方在使用其它替代品时发生了额外的成本，从而产生了重新选择的阻碍，就引发了受制于当前选择的锁定状态；基于网络系统的投资与回报，易英（2005）和周磊（2006）指出顾客锁定就是当用户采用网络的投资较大或转移不经济而难于从一个网络中退出、转换到另一个网络时被困在原来网络中的状态；基于交易主体的内在动机，Farrell and Klemperer（2007）、吴海华（2007）、雷思友（2007）将顾客锁定定义为，经济实体为特定目的、在特定交易领域通过提高顾客转换成本的方式，对交易伙伴所形成的持续排他性的稳定交易关系状态。

从信息网络的宏观背景上看，这种网络经济下产品锁定的现象是由网络外部性、信息积累增值性、网络产品互补性、网络正反馈性所决定的（丁涛和刘霞，2006）。从信息产品和用户的微观行为上看，锁定产生的根源在于基础设施的固定性、配套产品的周期性、信息产品消费的时段性、信息产品的使用权与所有权分离、用户的习惯性（周磊，2006）。因此，顾客锁定的直接影响因素是

由产品特性所导致的转换成本，间接影响因素是与策略环境有关的网络外部性和从众效应（张素华，2008）。

锁定效应的存在，增加了新进入企业的沉没成本和门槛高度，使现有企业能在激烈的竞争中获得更多的利润。利用锁定原理，企业可建立基于锁定的顾客网络关系，并不断强化顾客网络的稳固性以增加产品销量、开发顾客网络价值（刘怀伟和贾生华，2003）。依据网络外部性与从众效应的特性，制定有效的技术锁定和情感锁定策略，能以较高的转换壁垒成功地锁定消费者、阻止其他潜在竞争对手的进入（张素华，2008）。

以上有关顾客锁定的研究多为网络经济背景下顾客行为的描述性或评论性探讨，鉴于乡村社会关系网络和农资市场交易的特殊性，现有顾客锁定理论对乡村社区环境下农户购买行为的解释还有待考究，特别是定量实证性的研究还需进一步挖掘和检验。为了更科学、更严谨地探究乡村社区情境下农户锁定现象的行为规律，本文结合农村农资购销的实际，对顾客锁定的涵义进行了修正，并将锁定购买行为定义为：由相对封闭的社会网络和相对稳定的购销关系所导致的农户对特定农资品牌或零售店的某种被动或主观依赖，表现为在较长时间范围内频繁购买某特定品牌产品或惠顾某特定零售店的行为。以此，本文将顾客锁定购买行为具体划分为品牌锁定购买行为和零售店锁定购买行为两种模式，对不同锁定购买行为模式的影响因素及其差异性进行实证检验。

1.2 锁定购买行为影响因素的研究假设

锁定购买行为产生于相对封闭的社会网络和相对稳定的购销关系这一特殊的购买情境，与开放性大众市场上其他购买行为存在着本质的差异。但其行为表现是顾客对一个或多个特定品牌或零售店的长期性购买，与习惯性购买、重复性购买及顾客忠诚行为又极其相似。因此，习惯性购买、重复性购买或顾客忠诚行为的影响因素在很大程度上也可能会作用于锁定购买行为。而这些顾客购买行为的影响因素主要集中于人口统计特征、产品认知水平等顾客因素，服务质量、商家声誉等商家因素，顾客感知价值、品牌特征显著度等品牌因素以及社会规范、关系信任等其他因素。本文借鉴上述研究结论，同时结合农资购买的特殊情境，主要从品牌感知价值、零售店感知形象等直接因素，特别是感知差异化、交易依赖关系、人情关系质量、社会规范等情境因素来实证研究锁定购买行为的影响因素。

1.2.1 品牌感知价值

品牌感知价值是顾客购买的前因，对顾客重复购买行为有直接性的作用，能增强顾客的忠诚购买行为。JackieL.M.Tam（2004）和 Villanueva（2007）研究发现，顾客感知价值相对于顾客满意而言更能引发再购买行为。董大海、金玉芳（2004）通过实证研究证明了顾客价值是产生顾客忠诚的重要前因，认为顾客感知价值对顾客行为倾向有显著的积极影响。何卫华（2009）也指出顾客

在某产品或服务中所感知的价值越高，其未来重复购买的意向也越高。而品牌感知价值可分为功能价值、感知成本和感知风险三个维度（Zeithmal，1988）。因此，本文提出第一个假设：

H1：品牌感知价值对农户品牌锁定购买行为有显著影响。

H1a：功能价值对农户品牌锁定购买行为有显著影响。

H1b：感知成本对农户品牌锁定购买行为有显著影响。

H1c：感知风险对农户品牌锁定购买行为有显著影响。

1.2.2 零售店感知形象

零售店感知形象是影响消费者购买决策最重要的因素之一，由商店本身所塑造的实体表征气氛将激发消费者情感上的价值知觉，进而影响其购买决策（Bansal et. al，2005）。研究表明，服务质量对顾客忠诚有直接而根本的影响（周蕾，2006）。刘晓燕（2010）实证结果表明商店形象与顾客忠诚直接相关，影响顾客忠诚的因素主要有服务形象、声誉形象、购物便利和商品形象、声誉形象和促销形象。贺爱忠、李钰（2010）也发现商店形象可通过感知风险间接影响品牌信任，从而影响购买意愿。本文主要从零售商形象、服务形象、商品形象、便利性形象和声誉形象来考察零售店感知形象。因此，本文提出第二个假设：

H2：零售店感知形象对农户零售店锁定购买行为有显著影响。

H2a：零售商形象对农户零售店锁定购买行为有显著影响。

H2b：服务形象对农户零售店锁定购买行为有显著影响。

H2c：商品形象对农户零售店锁定购买行为有显著影响。

H2d：便利性形象对农户零售店锁定购买行为有显著影响。

H2e：声誉形象对农户零售店锁定购买行为有显著影响。

1.2.3 感知差异化

顾客感知差异化程度越高，满意的产品或服务向顾客提供的感知价值就越高，就越容易降低顾客对价格的敏感性、提高顾客溢价支付和再次购买的意愿。Babin（2001）研究发现感知差异化的大小会导致顾客购物感知价值的吸收或抵触，其产生的价值归类记忆直接影响了支付意愿与惠顾行为。吴泗宗等（2010）构建了顾客感知差异化对惠顾与溢价支付意愿影响机理的理论模型，阐释了感知差异化与感知价值、店铺印象之间存在正相关关系，而感知价值、店铺印象通过场所依赖的部分中介作用对惠顾意愿、溢价支付产生积极影响。因此，本文提出第三个假设：

H3：感知差异化对农户品牌（或零售店）锁定购买行为有显著影响。

1.2.4 交易依赖关系

交易依赖关系能够强化个体对互动对象的关系动机而产生关系承诺

（Rusbult et. al.，2006），这种关系承诺强化了个体在交易过程中的效用感知和习惯性的持续投入，从而增加了相互交易的频率。相互依赖理论认为情境中双方相互依赖关系是一种社会结构，在特定的关系中人们会采取不同的行为。霍荣棉等（2009）以相互依赖理论为基础，认为基于相互依赖关系的信任对个体合作行为有较大的影响：高依赖关系能激发双方的相互信任而激活合作的社会动机，低依赖关系则导致双方较低的信任而激活自利的社会动机。张闯等（2011）引入社会网络理论，实证证明了农户人际关系网络结构（网络密度和网络中心性）对渠道冲突与满意行为有显著影响，而这种冲突与满意对交易关系的稳定性、双方续约意愿的影响显著。因此，本文提出第四个假设：

H4：交易依赖关系对农户品牌（或零售店）锁定购买行为有显著影响。

1.2.5 人情关系质量

人情关系质量反映了交易双方关系强度的综合效果，关系质量越高，交易双方就会投入越多的时间、精力和资金来发展人情关系，就越容易抵制竞争者的产品、产生重复购买的倾向。研究表明，再次购买、顾客保留等顾客购后行为均是高人情质量关系的结果（Thomas et al.，2011）。Thorsten 等（2002）分别证实了顾客再购买行为、顾客忠诚度和口碑传播都在很大程度上受到人情关系质量的影响。王建军（2012）探析了人情关系质量在关系营销导向与顾客忠诚之间的中介作用。左佳佳（2013）研究指出，关系投资通过关系质量中的信任和承诺对传统零售商忠诚产生间接影响。因此，本文提出第五个假设：

H5：人情关系质量对农户零售店锁定购买行为有显著影响。

1.2.6 社会规范

社会规范是参照群体的态度、规则和愿望等一系列价值观对个体行为产生的压力，会左右个体对产品购买认知风险的判断，直接或间接影响个体的购买态度和消费习惯。当购买者认为其购买行为不符合社会规范的要求时，就会有意识地约束自己的消费行为（Ajzen and Fishbein，1980）。李先国等（2011）通过情境模拟实验发现当网络团购中参照群体人数较多时消费者购买意愿会明显增强，认为参照群体对消费者购买意愿有显著的正向影响。徐丹（2012）在低碳产品购买行为模型的构建探索中得出，主观规范大于知觉行为控制而对消费者购买行为有很明显的正向影响作用。因此，本文提出第六个假设：

H6：社会规范对农户品牌（或零售店）锁定购买行为有显著影响。

2. 研究设计

2.1 样本数据收集

本文主要以山东省寿光市、湖北省潜江市和仙桃市农户为考察对象，采用面对面访谈方式完成问卷共 300 份，其中有效问卷 266 份，有效率 88.67%，达到了问卷数量和质量的基本要求。被调查者的基本统计资料如下表 1 所示。

表 1 有效样本基本统计资料结果

统计特征	分类	频数	百分比	统计特征	分类	频数	百分比
性别	男性	153	57.5%	作物类型	粮食作物	119	44.7%
	女性	113	42.5%		经济作物	147	55.3%
年龄	20~40岁	63	23.7%	耕地面积	1~5亩	186	69.9%
	40~60岁	154	57.9%		5~10亩	38	14.3%
	60岁及其以上	49	18.4%		10亩以上	42	15.8%
学历	小学以下	40	15%	家庭农业收入	1~5万	133	50%
	小学	74	27.8%		5~10万	96	36.1%
	初中	128	48.1%		10万及其以上	37	13.9%
	高中及其以上	24	9%				

2.2 变量界定与量表开发

本研究主要以品牌感知价值、零售店感知形象、感知差异化、交易依赖关系、人情关系质量、社会规范为自变量，以锁定购买行为为因变量，初步构建了农户农资产品锁定购买行为影响因素的理论模型，并对比研究了不同锁定购买行为模式的影响因素及其差异性。

有关自变量的测量，本文均借鉴或采用了国内外相关文献中普遍使用的测量语项：品牌感知价值量表主要参考 Sweeney and Soutar（2001）和何卫华（2009）的相关研究，由功能价值量表、感知风险量表和感知成本量表三个分量表组成，其中感知风险和感知成本量表采用反向陈述语句以保持与功能价值变量测量方向的一致性；零售店感知形象量表依据 Grewal 等（1998）和汪旭晖（2007）的研究，从零售商形象、服务形象、商品形象、便利性形象及声誉形象等维度来考察；感知差异化量表主要借鉴 Chaudhuri（2009）和吴洒宗等（2010）的分类或测量方法，品牌感知差异化包括产品质量、价格、信誉等功能和社会属性的差异化程度，零售店感知差异化包括商品质量、零售价格、服务质量、店铺声誉等零售组合要素的差异化程度；交易依赖关系量表在结合本文研究目的和农资产品购销实际的基础上，通过合理调整俞芳等（2013）农资代理商和零售商感知依赖量表来完成了测量题项的设计；人情关系质量量表取自 Lee and Dawes（2005）的测量方法，分为感情、回报和面子三个维度；社会规范量表来源于 Bagozzi（2001）和 Ajzen（2006）的相关研究。

有关因变量的测量，由于目前理论界还没有关于锁定购买行为变量测量的相关探索文献，本文主要参考 Cronin（2000）、刘妍（2005）、赖建波（2006）等有关习惯性购买、重复性购买和顾客忠诚行为的成熟量表来设计。因为依据前文相关概念之间的辨析，锁定购买行为与习惯性购买、重复性购买和顾客忠诚行为在核心要素和表现形式上有很大的相似性。但由于概念涵义、购买情境

等方面的明显区别，本文在保留量表语句之间相似部分的同时也根据本文所界定的研究问题和乡村调查的实际情况，对相异部分做出了适当的修正。为保证调查的科学性和严谨性，在开展大规模的正式调查之前，调查人员在湖北省武汉市周边地区组织了多次预调查。在对有效问卷进行因子分析之后，我们剔除了锁定购买行为题项中因子负荷系数在 0.5 以下的语项；结合营销学和消费者行为学研究领域几位老师所提出的问卷语义的相关意见，我们又修正了锁定购买行为变量的部分测量语项，从而保证了问卷的可适用性。

在答案的设计上，本文采用李克特五级量表的形式，从 1~5 这五种不等量的评分来代表“很不同意”“不同意”“一般”“同意”“很同意”五个选项，让被调查者根据其自身态度选择相应的分值。

3. 数据分析与结果

3.1 信度与效度分析

为保证测量结果的可靠性和准确性，本研究使用 SPSS 17.0 统计软件对问卷数据进行了信度与效度检验。依据内部一致法，本文采用 Cronbach 's α 系数测量了研究量表的可信度。由于有关锁定购买行为及其影响因素的具体测量指标还没有较为明确清晰的理论体系，本文采用探索性因子分析法构建了各变量的概念内容或构念特质，以检验变量量表的结构效度。因为当研究变量现有的文献基础比较薄弱时，研究者必须首先确认量表的最佳因素结构，此时使用探索性因子分析就比较恰当（Stevens，2002）。

信度是指测量结果的一致性和稳定性程度。Cronbach 's α 系数大于 0.7，则研究量表属于高信度（Nunnally，1978）。分析结果表明，各自变量和因变量的 Cronbach 's α 系数值均大于 0.7，说明本文研究变量具有较高的内部一致性，满足了研究分析的要求。

效度是指测量结果的真实性和准确性程度。本文研究的主要变量及其测量项目均来源于明确的文献资料，并依据农村调查实际和专业老师意见对问卷内容进行了适当修正，因而调查问卷具有较高的内容效度；经探索性因子分析，KMO 值为 0.846，Bartlett 球形度检验概率 P 值为 0，说明调查的数据适合于因子分析，并且各变量所提取的公因子累积方差贡献率均大于 60%、各题项的因子负荷系数均在 0.6 之上，说明数据具有较好的收敛效度和判别效度。另外，本研究总变量的累积方差贡献率达 70.54%，说明变量量表能真正测量出所要度量的研究变量。各变量信度与效度分析结果见表 2。

表 2 各变量量表信度与效度检验值

研究变量	维度或分类	项目数	Cronbach 's α	累积方差贡献率/ %
品牌感知价值	功能价值	3	0.939	89.215

	感知风险	3	0.854	77.938
	感知成本	3	0.832	74.972
零售店感知形象	零售商形象	3	0.894	82.561
	服务形象	3	0.847	77.303
	商品形象	3	0.856	77.695
	便利性形象	3	0.868	79.267
	声誉形象	3	0.865	78.79
感知差异化	品牌感知差异化	5	0.891	69.754
	零售店感知差异化	5	0.868	74.543
交易依赖关系	品牌交易依赖关系	3	0.702	83.675
	零售店交易依赖关系	3	0.793	77.537
人情关系质量	感情、回报和面子	4	0.808	78.396
社会规范	社会规范（品牌）	3	0.884	81.199
	社会规范（零售店）	3	0.881	81.283
锁定购买行为	品牌锁定购买行为	4	0.816	76.082
	零售店锁定购买行为	4	0.832	78.858
总量表	—	58	0.873	70.539

3.2 假设检验分析

为进一步验证品牌感知价值、零售店感知形象与锁定购买行为之间的因果关系，特别是感知差异化、交易依赖关系、人情关系质量、社会规范等情境因素对不同锁定购买行为模式的影响，本文采用多元层次回归分析法将各自变量依次置入回归方程模型，通过比较回归参数值的变化来分析预测自变量对因变量的影响。层次回归模型检验结果如表 3 和表 4 所示。

由表 3 可以看出，功能价值（M_2，$\beta=0.43$，$P<0.05$）、感知风险（M_2，$\beta=0.27$，$P<0.05$）、感知成本（M_2，$\beta=0.21$，$P<0.05$）分别对品牌锁定购买行为具有显著的正向预测效果。因此，假设 H1a、H1b、H1c 得到了支持，从而假设 H1 通过检验，认为品牌感知价值对农户品牌锁定购买行为有积极的影响作用。感知差异化（M_3，$\beta=0.23$，$P<0.05$）、交易依赖关系（M_3，$\beta=0.29$，$P<0.05$）、社会规范（M_3，$\beta=0.42$，$P<0.05$）分别对品牌锁定购买行为具有显著的正向预测效果。因此，假设 H3、H5、H6 得到了支持，认为农资产品购买的情境因素对农户品牌锁定购买行为有积极的影响作用。

为深入分析品牌感知价值及感知差异化、交易依赖关系、社会规范等情境因素对品牌锁定购买行为的影响程度，本文依据 Aiken 和 West（1991）分析方法研究发现：加入各情境因素之后，模型 M_7 各变量对因变量的解释水平比模型 M_2 增加了 9%（$P<0.05$），说明各情境因素对品牌锁定购买行为具有显著的增量效应；加入品牌感知价值各变量之后，模型 M_7 各变量对因变量的解释水平比模型 M_3 增加了 5%（$P<0.05$），说明品牌感知价值对品牌锁定购买行为具有显著的增量效应。但相比于各情境因素的综合效应，品牌感知价值对品牌锁定购买行为的解释力较弱。在各情境因素中，社会规范（M_6 和 M_7，$\Delta R^2=0.03$，

P<0.05）对品牌锁定购买行为的解释力最强，品牌交易依赖关系（M_5 和 M_7，ΔR^2=0.02，P<0.05）次之，品牌感知差异化（M_4 和 M_7，ΔR^2=0.01，P<0.05）最低；在品牌感知价值各因素中，功能价值对品牌锁定购买行为的解释力最强，感知风险次之，感知成本最低（如前所述）。

由表 4 可以看出，零售商形象（M_2，β=0.29，P<0.05）、服务形象（M_2，β=0.12，P<0.05）、商品形象（M_2，β=0.24，P<0.05）、声誉形象（M_2，β=0.24，P<0.05）分别对零售店锁定购买行为具有显著的正向预测效果，而便利性形象（M_2，β=0.04，P>0.05）对零售店锁定购买行为没有显著的预测效果。因此，假设 H2a、H2b、H2c、H2e 得到了支持，假设 H2d 未得到支持，从而假设 H2 通过部分检验，仍认为零售店感知形象对农户零售店锁定购买行为有积极的影响作用。人情关系质量（M_3，β=0.33，P<0.05）、感知差异化（M_3，β=0.16，P<0.05）、交易依赖关系（M_3，β=0.34，P<0.05）、社会规范（M_3，β=0.17，P<0.05）分别对零售店锁定购买行为具有显著的正向预测效果。因此，假设 H3、H4、H5、H6 得到了支持，认为农资产品购买的情境因素对农户零售店锁定购买行为有积极的影响作用。

为深入分析零售店感知形象及人情关系质量、感知差异化、交易依赖关系、社会规范等情境因素对零售店锁定购买行为的影响程度，本文同样依据 Aiken 和 West（1991）分析方法研究发现：加入各情境因素之后，模型 M_8 各变量对因变量的解释水平比模型 M_2 增加了 8%（P<0.05），说明各情境因素对零售店锁定购买行为具有显著的增量效应；加入零售店感知形象各变量之后，模型 M_8 各变量对因变量的解释水平比模型 M_3 增加了 2%（P<0.05），说明零售店感知形象对零售店锁定购买行为具有显著的增量效应。但相比于各情境因素的综合效应，零售店感知形象对零售店锁定购买行为的解释力较弱。在各情境因素中，人情关系质量（M_4 和 M_8，ΔR^2=0.03，P<0.05）和零售店交易依赖关系（M_6 和 M_8，ΔR^2=0.03，P<0.05）对零售店锁定购买行为的解释力最强，社会规范（M_7 和 M_8，ΔR^2=0.02，P<0.05）次之，零售店感知差异化（M_5 和 M_8，ΔR^2=0.01，P<0.05）最低；在零售店感知形象各因素中，零售商形象对零售店锁定购买行为的解释力最强，商品形象和声誉形象次之，服务形象最低，便利性形象无明显的影响作用（如前所述）。

将品牌锁定购买行为（表 5 模型 M_7）和零售店锁定购买行为（表 6 模型 M_8）回归模型对比，研究发现：尽管各影响因素的作用程度在不同锁定购买行为模式中存在较大的差异，但无论是在品牌锁定模式还是零售店锁定模式中，人情关系质量、交易依赖关系、社会规范和感知差异化等情境因素的影响程度均大于品牌感知价值、零售店感知形象等直接因素。对于品牌锁定购买行为，功能价值的影响作用最大；而对于零售店锁定购买行为，人情关系质量的影响作用最大。说明农资产品的质量、使用效果等功能性因素在农户品牌锁定购买

行为中具有关键性的重要作用，而与零售商的情感感知、关系信任等情境因素则是影响农户零售店锁定购买行为的主导因素。就情境因素而言，品牌感知差异化（M_7，β=0.16，P<0.05）对农户锁定购买行为的影响作用明显大于零售店感知差异化（M_8，β=0.10，P<0.05），品牌交易依赖关系（M_7，β=0.20，P<0.05）对农户锁定购买行为的影响作用明显小于零售店交易依赖关系（M_8，β=0.23，P<0.05），品牌社会规范（M_7，β=0.27，P<0.05）对农户锁定购买行为的影响作用明显大于零售店社会规范（M_8，β=0.12，P<0.05）。因此，农户农资品牌锁定购买行为和零售店锁定购买行为在影响因素及其作用程度等方面具有明显的差异性。

表 3 品牌锁定购买行为层次回归分析

因变量		品牌锁定购买行为						
解释变量		M_1	M_2	M_3	M_4	M_5	M_6	M_7
控制变量	1	-0.07*	-0.06	-0.01	-0.02	-0.01	-0.04	-0.01
	2	0.15*	0.01	0.03	0.01	0.02	0.01	0.01
	3	0.20*	0.01	0.08*	0.04	0.03	0.03	0.04
	4	0.23*	0.05	0.10*	0.06	0.07*	0.05	0.06*
自变量	5		0.43*		0.29*	0.31*	0.31*	0.28*
	6		0.27*		0.09*	0.08*	0.14*	0.08*
	7		0.21*		0.11*	0.08*	0.12*	0.06*
	8			0.23*		0.24*	0.18*	0.16*
	9			0.29*	0.20*		0.24*	0.20*
	10			0.42*	0.30*	0.29*		0.27*
R^2		0.11	0.72	0.76	0.80	0.79	0.78	0.81
ΔR^2		0.11*	0.61*	0.65*	0.69*	0.68*	0.67*	0.03*
F		8.32*	94.82*	114.98*	106.25*	113.49*	101.18*	105.51*

注：（1）*P<0.05。（2）各变量表示如下：1.性别 2.年龄 3.文化程度 4.家庭收入 5.功能价值 6.感知风险 7.感知成本 8.品牌感知差异化 9.品牌交易依赖关系 10.社会规范。（3）为准确比较不同锁定购买行为回归模型中各参数值的变化，本表各变量均采用标准化的回归系数值。

表 4 零售店锁定购买行为层次回归分析

因变量		零售店锁定购买行为							
解释变量		M_1	M_2	M_3	M_4	M_5	M_6	M_7	M_8
控制变量	1	0.07*	0.05	0.01	0.03	0.01	0.01	0.02	0.01
	2	-0.12*	-0.02	-0.02	-0.02	-0.02	-0.01	-0.02	-0.02
	3	-0.13*	-0.02	-0.05	-0.04	-0.02	-0.03	-0.03	-0.03
	4	0.12*	0.06*	0.06*	0.05	0.06	0.05	0.07*	0.06*
自变	5		0.29*		0.16*	0.14*	0.13*	0.13*	0.12*
	6		0.12*		0.06*	0.05*	0.02	0.06*	0.05*
	7		0.24*		0.14*	0.13*	0.12*	0.11*	0.11*

量	8		0.04		0.04	0.02	0.01	0.03	0.02
	9		0.24*		0.13*	0.11*	0.13*	0.15*	0.11*
	10			0.33*		0.26*	0.29*	0.25*	0.25*
	11			0.16*	0.12*		0.13*	0.14*	0.10*
	12			0.34*	0.27*	0.27*		0.18*	0.23*
	13			0.17*	0.16*	0.14*	0.20*		0.12*
R^2		0.04	0.71	0.77	0.76	0.78	0.76	0.77	0.79
ΔR^2		0.04*	0.67*	0.73*	0.72*	0.74*	0.72*	0.73*	0.02*
F		2.58*	68.57*	106.85*	71.30*	77.97*	77.44*	71.31*	73.2*

注：（1）*P<0.05。（2）各变量表示如下：1.性别 2.年龄 3.文化程度 4.家庭收入 5.零售商形象 6.服务形象 7.商品形象 8.便利性形象 9.声誉形象 10.人情关系质量 11.零售店感知差异化 12.零售店交易依赖关系 13.社会规范。（3）为准确比较不同锁定购买行为回归模型中各参数值的变化，本表各变量均采用标准化的回归系数值。

4. 研究结论与启示

4.1 结论与讨论

本研究在顾客锁定相关理论的基础上，结合农资购销市场的交易特性及乡村社会关系的特定情境，界定了锁定购买行为的概念，并依据不同的锁定对象将其划分为品牌锁定和零售店锁定两种行为模式；基于习惯性购买、重复性购买及顾客忠诚等顾客购买行为理论及当前农资购买特定情境，构建了锁定购买行为及其影响因素的理论模型；并依据山东省寿光市、湖北省潜江市和仙桃市的 266 份农户资料实证检验了品牌感知价值、零售店感知形象、感知差异化、交易依赖关系、人情关系质量、社会规范对农户农资产品锁定购买行为的影响。

研究结果表明，品牌感知价值、零售店感知形象等直接因素，感知差异化、交易依赖关系、人情关系质量、社会规范等情境因素均对农户农资产品锁定购买行为产生显著的正向影响，且各影响因素的作用程度在不同锁定购买行为模式中均存在较大的差异。主要结论如下：

第一，无论是在品牌锁定还是零售店锁定模式中，直接因素和情景因素均存在显著的影响，但情境因素的综合效应明显大于直接因素。说明农户农资产品锁定购买行为是主动忠诚和被动依赖同时作用的结果，但被动依赖因素的影响力更大。这与中国农村社会正处于传统亲缘、地缘关系向现代商业经济关系转型的过渡期密切相关。一方面，随着农村改革开放的不断深化，农资市场的开放性和竞争性使得农户对农资产品的购买选择有一定的自主权和主动权，可以根据自己的种植需求和产品偏好来购买农资，并在这种购买中有可能会对特定品牌或零售店产生信任、偏爱而引发锁定购买行为。另一方面，由于传统“关系本位”思想观念的延续，在传统乡村社区中人们的生产生活被限定在周边村落

等狭小的空间内，农户社会关系网络具有相对封闭性和高度同质性，这种有限的人际关系也极大地缩小了农户农资产品的购买选择范围，且这种地缘关系思想根深蒂固，仍会长期影响着农户的生产生活，因而相对于其他开放性的消费市场，农户购买农资的选择受限性更大。同时，对于较多掌握农资产品专业化知识并不多的农户而言，他们对农资产品的购买具有非专家性，这种选择受限或认知有限的情境就可能导致相当一部分农户偏向于固定购买某特定品牌产品或惠顾某特定零售店。因此就整体而言，情境因素在锁定购买行为中的作用更大，甚至超越品牌和零售店本身的影响。

第二，在农户品牌锁定购买行为模式中，品牌功能价值的影响力度最大，其后依次为社会规范、交易依赖关系和感知差异化等情境因素，品牌感知风险和感知成本最弱。说明倾向于品牌锁定的农户在农资产品购买行为过程中更看重产品质量和使用效果，周围其他农户使用农资产品的状况、农户对品牌的重视和依赖程度、市场上农资品牌之间的整体差异性也会影响农户对某农资产品长期使用和购买的选择，而购买产品风险、所花时间和经济成本等因素对农户购买农资的影响较弱。这是因为农资产品作为生产资料，其增产性、稳定性等产品质量特性直接决定着农户农业生产水平和经济收入，因此品牌质量等功能性价值也就成为影响农户锁定购买某特定农资品牌产品的主要因素；由于有限的产品知识水平，当农资品牌间差异较大时，面临众多品牌选择的农户可能会束手无策，若周围很多其他农户使用某农资产品或农户较信赖于农资品牌时，农户就可能会长期固定购买某农资品牌产品以降低购买风险；当周围农户普遍使用某品牌或农户较依赖于品牌等情景出现时，农户会对该品牌的安全性和可靠性作出理性判断，这种由他人实践证明和传播的品牌信誉比本人所感知的品牌风险影响力更大，所花时间和价格支付也不是农户所关心的主要问题，因而品牌风险和感知成本就成为农户购买决策中的次要因素。

第三，在农户零售店锁定购买行为模式中，人情关系质量超越各直接因素及其他情境因素的影响而成为最主要的因素，其后依次是交易依赖关系、社会规范和感知差异化等其他情境因素，而零售商形象、商品形象、声誉形象、服务形象等直接因素的影响较弱，便利性形象无显著影响作用。说明尽管有关零售店感知形象的部分直接因素有显著的影响作用，但倾向于零售店锁定的农户在选择零售店购买农资产品的过程中考虑的主要因素却是与零售商的关系，这可能是因为高人际关系能获得较高的产品质量保障或较多的价格优惠；在相对封闭的乡村社区环境中，农资零售店的选择范围相当有限，因而农户购买农资产品时会较多依赖于这些有限的农资零售店，交易依赖关系也就会极大地影响农户是否长期惠顾某农资零售店；出于从众心理，当周围农户较多地惠顾某农资零售店或零售店间差异较大时，农户长期惠顾该零售店的行为倾向就会增强；零售商个人形象反映了该零售商农资产品专业知识和使用经验的多寡以及

个人信誉的高低，是零售店声誉形象的鲜明刻画，也直接影响了农户对零售店所购产品的信赖程度，因而相比于商品、服务等零售店其他因素，零售商形象对农户农资零售店锁定购买的影响更大；在较为狭小的乡村社会空间范围内，农户普遍与农资零售店的地理位置较近，一般不存在购买不方便的问题，因此零售店便利性形象的影响作用不显著。

第四，比较各情境因素对不同锁定购买行为模式的影响，感知差异化对品牌锁定购买行为的影响明显大于零售店锁定购买行为，交易依赖关系对品牌锁定购买行为的影响明显小于零售店锁定购买行为，社会规范对品牌锁定购买行为的影响明显大于零售店锁定购买行为。这可能与农资市场交易及其主体的特性密切相关。相比于农资零售店，农资品牌的购买决策对农户生产生活的影响更大，因而品牌差异性比零售店差异性的影响作用更大；市场上农资品牌品种繁多、产品更新换代速度较快，而农资零售店在乡村社会空间里可选择性较小，且农户往往会需要有丰富使用经验的农资零售商的专业指导，因此农户会更依赖于农资零售店；农资品牌比农资零售店的选择范围更大，较多的农资品牌会让产品认知水平有限的农户无所适从，因此购买农资品牌的从众效应会比惠顾农资零售店更明显。

4.2 管理启示

在相对封闭的乡村社会关系网络中，锁定已成为农资交易市场中广泛存在的现象。本文实证探究了农户农资产品锁定购买行为影响因素的理论模型，其研究结论对农资企业制定有效的产品营销和顾客维持战略及政府有效管理农资市场具有一定的管理启示和借鉴意义。

第一，农资企业要加强品牌资产建设、提升零售店整体形象。品牌感知价值、零售店感知形象对农户农资锁定购买行为有显著的正向影响，说明顾客对品牌和零售店的感知评价越高，锁定购买该农资品牌或零售店的行为倾向也就越高。为此，农资企业可通过提高产品质量、售后服务水平来提升品牌信誉，通过提供优惠的产品价格、良好的咨询服务等方式来增强零售店形象管理，以提高顾客购物价值和购后满意度，进而增进顾客长期固定购买某农资品牌或惠顾某农资零售店的信心，最终达到长期维持顾客交易关系的目的。

第二，农资企业要合理利用情境因素在农户农资购买行为中的作用。人情关系质量、交易依赖关系、社会规范和感知差异化等情境因素对农户农资锁定购买行为影响显著，表明关系感知越高、依赖程度越高、周围人群购买越多以及品牌和零售店差异性越大，农户锁定购买该农资品牌或零售店的行为倾向也就越高。为此，农资企业可实施差异化营销战略，以突出品牌产品和零售店服务的优势地位，从而增强农户对农资品牌和农资零售店的交易依赖；加强零售商渠道关系管理，一方面选择当地有较好或较多人际关系的零售商作为维持顾客关系的纽带，另一方面鼓励零售商投入更多时间和精力来发展与农户的人情

关系，进而促进农户长期再次购买的行为意向；发展庞大的顾客购买群体，激发潜在顾客的购买意向，以挖掘更多的顾客群体、触发更多的购买行为。

第三，相关政府部门应通过规范农资市场和加强公共服务来提升农户购买农资的选择自由度。在农户农资锁定购买行为影响因素中各情境因素的综合效应均大于直接因素，说明农户农资产品和农资零售店的选择在一定程度上被限制在较小的空间范围内，其购买行为决策并不完全是出于较高的产品满意度和忠诚度，可能是由转换成本过高或选择受限等客观条件限制而导致的被动行为。在这种顾客被动的情形下，顾客购买农资产品考虑的不是“我想买什么”，而是“我能买什么”或者“别人买了什么”，这一状况不利于提高农户农资产品选购质量及农业生产水平，也不利于农资产业的健康发展。因此，国家政府应制定合理的产业发展政策、提供良好的公共服务，有效弱化封闭的乡村社会关系网络与农户选择受限的关系，如引导和扶持发展潜力较大的农资企业，扩大乡村农资市场的产品供给源，使农户拥有更多产品和更好服务选择的主动权；完善信息咨询、政策性信贷业务等社会化服务机制，加快农资产品现代化多样性供需网络的建设等。

4.3 研究局限与展望

本文通过文献研究和实证分析方法构建和检验了农户农资产品锁定购买行为影响因素的理论模型，具有一定的学术价值和实践意义。但本文也存在以下不足：

①由于目前相关研究领域还没有关于锁定购买行为的规范性测量方法，本文在明确锁定购买行为概念的基础上，通过借鉴习惯性或重复性购买行为、顾客忠诚等概念的衡量指标及研究方法来测量锁定购买行为变量，可能会影响因变量测量及研究结论的准确性。因此，后续研究者可在探索锁定购买行为具体测量指标的基础上，进一步实证检验和修正本文的研究假设。

②本文从直接因素和购买情境等视角深入分析了品牌感知价值、零售店感知形象、感知差异化、交易依赖关系、人情关系质量、社会规范等影响因素对农户农资锁定购买行为的影响。然而影响农户锁定购买行为的前因变量还有很多，如人口统计变量、产品认知水平等。因此，今后的研究可在大量实地调查的基础上深入挖掘其他前因变量及其交互效应对农户锁定购买行为的影响，进一步探究锁定购买行为的生成机制、构建较为系统的锁定购买行为影响因素研究框架。

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大型跨境慈善项目实施：制度距离、合作伙伴关系与项目绩效

----基于香港援建四川汶川震后重建项目的案例研究

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摘要

本文将慈善项目扩展到跨境合作情境下，探讨制度距离、合作伙伴关系与项目绩效间的影响关系。基于香港对四川汶川地震灾区重建工程进行的大规模慈善捐赠案例的研究，本文发现，慈善项目跨境合作情境下，制度距离显著影响合作伙伴匹配性进而影响项目绩效；合作关系管理机制设计的四个方面（项目分工与合作规则设计、项目实施监督与评估、正式沟通机制与非正式沟通机制）既受制于制度距离又导向于改进合作伙伴间的匹配性。本文还提出制度距离情境的概念及其四种状态，认为它对制度距离对合作关系管理机制设计的影响起调节作用。本文的理论贡献在于，将制度距离引入慈善项目跨境合作中的合作关系构建，揭示了合作伙伴关系中的匹配性要素与合作关系管理机制间的关系，并进一步发现制度距离情境这一变量的调节作用，从而完善了社会合作伙伴理论和丰富了制度距离的研究，并为跨国机构在中国大陆实施大型慈善项目提供了借鉴。

关键词：跨境慈善项目；制度距离；合作伙伴关系；汶川震后重建

The implementation of large cross-border charity project: institutional distance, social partnership and project performance

This paper discusses the relationship between institutional distance, partnership and project performance in the context of cross-border charity project partnership. Based on the case study of large-scale charity donation from Hongkong to reconstruction projects in Wenchuang earthquake disaster area of Sichuan province, we got following findings. First, institutional distance obviously impacts the fit between partners, and then the performance of the projects. At the same time, it affects the design and the importance of partnership management mechanism. Second, partnership management involves four elements, which are project division-

cooperation rule design, supervision and evaluation of projects implementation, formal communication mechanism and informal communication mechanism. Partnership management mechanism not only impacts projects performance directly, but also induces unfavorable impact on projects performance from partners' difference by improving fit between partners. Third, this paper proposes the concept of institutional distance context and its four states, believing it adjusts the impact of institutional distance on the design of partnership management mechanism. This paper has following theoretical contributions. It introduces the concept of institutional distance in partnership construction of cross-border charity project implementation, revealing the relationship between fit and management mechanism in partnership. It further finds the adjustment effect of institutional distance context, thus it improves social partnership theory and enriches the studies of institutional distance, providing reference for cross-border agencies to implement large-scale charity projects in mainland China.

Keywords: Cross-border charity project; Institutional distance; Partnership; Wenchuan after earthquake reconstruction

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1 问题的提出

2008 年 5 月 12 日中国四川省汶川、北川发生里氏 8 级强震，给当地带来重大的财产损失和人员伤亡。为了支援四川灾区恢复重建，中国香港特别行政区专门成立了"支援四川地震灾区重建工作信托基金"，并分三批注入 90 亿港元资金用于 184 重建项目。对于此次捐助项目的实施，香港方面选择了"交钥匙工程"和"开支票工程"之间的折中方式，即由四川方面负责援建工作的实施而由香港方面对项目进行实施指导。截至 2012 年 5 月底，根据香港方面对援建项目实地检查的结果看，香港对四川汶川地震灾区的援建项目在工程质量和资金使用上并没出现重大的问题。这一结果表明香港援建四川震后重建项目取得了成功。

当廉洁规范的香港特区政府（Gong and Wang, 2013）对大陆灾后重建项目捐款并借助备受腐败名声困扰的内地地方政府(Hodgson and Jiang, 2007)之手实施援建项目时，如何对慈善项目的实施进行管理，以保证建设项目不受腐败问题和质量问题的困扰？

这种大型跨境慈善项目的合作情境展现的管理问题在现有的社会合作伙伴关系（Social partnership）（Clarke and Fuller, 2010）研究中很少涉及：即境内与境外两地显著的政策法规差异、行业规范差异、管理方法与水平差异、文化认

知差异(Salomon and Wu, 2012)等会如何影响慈善项目跨境合作伙伴关系构建进而影响项目绩效？企业跨国经营领域的研究表明，国家间的制度距离会影响企业经营行为的转移、市场进入方式选择并进而影响跨国经营绩效（Yang,Su and Fam, 2013）。***因此，引入制度距离变量将有助于揭示，慈善项目跨境合作情境下，合作伙伴关系的新特征及其对慈善项目绩效的影响。***

基于香港对四川汶川地震灾区重建工程进行的大规模慈善捐赠案例的研究，本文探讨了慈善项目跨境合作情境下，制度距离、合作伙伴关系与项目绩效的影响关系。本文发现，慈善项目跨境合作情境下：1）制度距离显著影响合作伙伴匹配性，同时影响着合作关系管理机制的设计与重要性，后一种关系因制度距离情境不同而有差异；2）合作关系管理机制不仅直接影响着项目绩效，还通过改进合作伙伴间的匹配性来减少伙伴间差异对项目绩效的不利影响。本文的理论贡献是，将制度距离引入跨境慈善项目实施中的合作关系构建中，揭示了制度距离对合作伙伴关系中的匹配性要素与关系管理机制间的影响关系，并进一步发现制度距离情境这一变量的调节作用，从而完善了社会合作伙伴理论和丰富了制度距离的研究，并为跨国机构在中国大陆实施大型慈善项目提供了借鉴。

2 理论回顾与研究设计

2.1 理论回顾

1）社会合作伙伴关系理论

随着社会的发展，各种社会问题（如贫富差距、灾害等）越来越严重(Arya and Salk,2006)。社会合作伙伴关系（Social partnership）就是指，在企业、政府和社会单独无法解决复杂的社会和环境问题情况下，通过多方合作和利益相关者参与承担社会发展责任的方式(Idemudia,2009；Jamali,2004; Nijkamp，Burch and Vindigni,2002)。合作者在合作中的投入也是有差异的，因为不同合作者的资源和能力有差异，有的有大量的资源、管理能力、专业技术、创造性、灵活性和资金渠道，有的虽然缺专业的知识但更接近需要解决的问题、知道需要做些什么 (Jamali,2003)。

目前学者们探讨慈善项目合作伙伴关系时，主要探讨企业、社区、政府、非营利组织（NGO）之间的合作（Manuel，2012），如企业与社区（Kate, Zahir and Fatema, 2012）、企业与非盈利组织及政府（May and Andrew，2009）、大学与社区（Marullo and Edwards，2000）、企业与学校（Gebbels and Evans，2011）等。

而慈善项目合作伙伴关系研究的话题则主要涉及慈善项目成功因素的研究(Austin, 2000; Sagawa and Segal,2000; Selsky and Parker, 2005)。这可以分为如下二个方面：一是合作伙伴间的匹配性因素，如资源互补、任务的关联性、承诺

的对称性、目标与期望的一致性、合作学习的一致性、工作文化的融合、参与者的优秀程度、合作关系的重要性等，认为匹配度越高，越有利于慈善项目成功(Jonker and Nijhof, 2006)。二是慈善项目实施过程的合作关系管理因素，如发起阶段的评估、对合作伙伴的谨慎选择、管理责任的清晰划分、治理结构与领导方式、过程监督和结果评估、具有建设性的以及频繁的沟通、开放坦诚以及积极的学习、良好行为的制度化等(Jamali and Keshishian,2009;Walters and Anagnostopoulos, 2012; Kanter,1994)。

最近几年，学者们在探讨社会合作伙伴关系的概念、特点以及演变、伙伴关系及其成功因素的同时，开始将制度环境作为社会合作伙伴关系设计的前置变量探讨了不同的制度情境对合作伙伴关系设计的影响(Vurro, Dacin, Perrini, 2011)，如探讨伙伴关系的社会过程以及与更大的制度背景的互动（Selsky and Parker, 2005；Rein and Stott,2009）。*但目前的研究只是考虑了单一的制度情境对合作关系的影响或同一合作方式为何在一个国家成功而在另一国家不成功。*

然而，目前慈善项目跨境合作情境还没有受到关注与研究。跨境合作情境与单一制度情境可能存在显著不同，如合作双方的组织环境间存在显著的文化差异、制度差异、管理规范差异（Yang,Su and Fam, 2013），发起慈善项目的组织在合作伙伴选择上没有太大余地，某些合作伙伴能力差且处于受腐败困扰的环境之中等。*上述这些给慈善项目跨境合作的顺利进行带来巨大挑战。但目前的合作伙伴关系理论研究对慈善项目跨境合作情境探讨得很少。*

2）跨境合作伙伴的组织环境间的制度距离

根据制度理论，组织内嵌于国家特有的制度安排中，国家的制度环境会对组织的行为产生重要的影响（Busenitz, Gomez, Spencer,2000）。不同国家的制度显现出巨大的差异，这又会对组织的跨国活动产生深刻影响(Peng, 2008)。国家之间的制度环境差异被称为“制度距离”，可以从规制、规范和认知三个维度进行衡量，这个概念也涵盖了“心理距离”或“文化距离”表达的内容（Kostova, 1996）。

从宏观角度看，规制距离考察国家之间在法律制定、实施力度和法律体系有效性等方面的差异；规范距离用行业行为的共识或社会公认的行为规范来衡量；认知距离则用价值观的差异来衡量(Morgan, Kristensen, 2006)。而当考察两个具体组织所处的制度环境差异时，学者们建议考察每个组织所在的行业的法律政策、行业规范和行为理念等 (Morgan, Kristensen, 2006)，例如，从约束组织活动的法律政策（如竞争规则、人员行为规范等）等考察该组织所处的环境的规制特征(Salomon and Wu, 2012)。本文研究中将采用这一处理方法。

目前关于制度距离的研究主要集中在企业跨国经营领域。一是研究制度距离对企业跨境经营活动中组织行为转移的影响，认为制度距离大时，知识转移的难度越大，子公司员工接受意愿越弱，进而影响组织行为转移的程度以及转

移成功的概率（Busenitz et al,2000）。二是制度距离对企业跨国经营战略选择的影响，认为制度距离影响企业在国际经营中进入什么市场以及以什么方式进入，并认为企业会首先选择与母国的制度距离较小的国际市场进行开拓(Peng, 2008)。三是制度距离对跨国公司海外绩效与效果的影响(Salomon and Wu, 2012)。最近的研究还表明，企业也会采取合适的治理策略去减少制度距离对经营绩效的不利影响（Yang,Su and Fam, 2013）。

基于在企业跨国经营领域对制度距离的研究，我们推断，在慈善项目跨境合作情境下，合作伙伴的组织环境间的制度距离也会影响合作伙伴关系构建并进而影响项目绩效。但这方面的探讨还很少。

3）慈善项目绩效

慈善行为作为组织社会责任行为的一个内容，其绩效可以从三个方面考察：一是从参与者角度探讨各参与者在经济与社会方面获得了什么利益，如关于企业社会责任行为与企业经营绩效间的关系(Bhattacharya, Sen, 2004)；二是从慈善项目本身的目的角度考察项目在帮助解决局部社会问题上的效果。目前比较有影响的评估框架主要有“三 E” 理论（杨团、葛道顺，2009）和“综合绩效评估”框架（邓国胜，2003）。所谓“三 E” 是指经济（economy）、效率（efficiency）与效果（effectiveness）。 “综合绩效评估”框架包括项目的适当性、效率、效果、满意度、社会影响和可持续性等指标，已被用于评估“幸福工程”等公益项目；三是从慈善项目实施管理角度考察项目资金使用情况、项目质量等，借鉴了工程项目管理的思路（Selsky and Parker, 2005）。***本研究将探讨制度距离、合作伙伴关系与跨境慈善项目实施绩效的影响关系，主要考虑慈善项目实施过程本身的管理水平、交付率以及项目质量，因此将采用上述第三个视角考察慈善项目实施绩效。***

2.2 研究设计

基于上述理论回顾可以推断，在慈善项目跨境合作情境下，合作伙伴的组织环境间的制度距离会影响慈善项目实施过程中的合作伙伴关系，进而影响慈善项目绩效（如图 1）。***而现有的研究只探讨了 CSR 项目合作伙伴关系对项目绩效的影响。***

在不同的制度环境下运作的多方组织在合作进行跨境慈善项目实施时，必然要考虑双方间的制度环境差异对合作关系以及项目实施绩效的影响，同时也会针对性地设计合作关系管理机制，以减少制度环境差异对项目实施带来的不利影响（Yang,Su and Fam, 2013）。

本文开场白中介绍的香港向四川地震灾后重建工作进行大规模捐赠事件展示了跨境慈善项目合作关系的一个典型例子。香港以拥有廉洁规范高效的制度环境而著称（Gong and Wang, 2013），而大陆则存在制度执行不力、管理有待规

范的问题且倍受腐败事件困扰(Hodgson and Jiang, 2007)。这表明香港与大陆之间在法律制度、行业规范、行为理念等方面存在显著差异。

基于上述理论回顾和受现实管理实践典型事例的启发，本文形成如下的探讨跨境慈善项目合作关系的研究思路，见图 1。本研究将探讨慈善项目跨境合作情境下，制度距离、合作伙伴关系及其对项目绩效的影响（Scott, 2001）。其中，跨境合作情境下制度距离包括规制、规范和认知距离三个方面，主要从合作方的组织环境中进行考察(Salomon and Wu, 2012)。合作伙伴关系包括合作伙伴间的匹配性和伙伴关系管理机制(Jonker and Nijhof,2006; Jamali and Keshishian,2009)。对于项目绩效，本文主要考察项目实施的过程目标（质量、交付率以及资金使用）达成情况（Selsky and Parker, 2005），兼顾考察项目本身的目的，但不考察项目参与方自身的获益。

3 研究方法与资料收集

本文探讨慈善项目跨境合作情境下，制度距离对合作关系以及项目绩效的影响。然而，有关慈善项目跨境合作案例的深入剖析和相关研究很少。因此本研究主要揭示“怎么样”（how）和“为什么”（why），案例研究的分析方法则适合研究这类问题(殷,2004)。

3.1 案例选择

典型案例的选择有助于我们揭示内在关系并回答“为什么”的问题。而 2008 年开始历时 4 年的香港向四川地震灾后重建工作捐助 90 亿港元慈善项目适合进行上述问题研究。

（1）汶川地震：2008 年 5 月 12 日 14 时 28 分，四川省汶川、北川地区发生了里氏 8.0 级地震。截止 2008 年 7 月 10 日中午，地震已导致 69197 人遇难，374176 人受伤，18377 人失踪，累计受灾人数超过 4624 万人，灾区总面积达到 44 万平方公里，涉及 417 个县。居民房屋严重损毁，部分城镇几乎夷为平地。此外还有大量的学校医院、道路、桥梁等基础设施严重损毁，公路、铁路中断。汶川地震造成的直接经济损失估计 8451 亿元人民币。

（2）香港捐助四川汶川地震灾后重建工作的过程

地震发生后，香港特区各界迅速对灾区提供相应的援助。表 1 列出了香港参与灾后重建项目实施过程的关键事件。其中的核心事件是建立 “支援四川地震灾区重建工作信托基金”，金额达到 90 亿港元。香港援建的项目共 184 项（其中 151 项由香港政府主导，33 项由香港 NGO 主导），主要分布在五个方面：教育与文化设施（如学校）、社会福利设施（如社会服务中心、孤儿院）、医疗设施（如医院）、大熊猫保护区、基础设施（如道路）。但 NGO 主导的项目主要涉及软件建设，如教育、医疗、心理、社会福利、培训和社会公共设施运营等方面。

表 1 香港参与灾后重建项目实施过程的关键事件

时间	事件
2008-5 -12	汶川大地震
2008 -5-14	香港立法会批准赈灾基金拨款 3.5 亿港元
2008-6-12	香港特区政府牵头 全民参与“香港建造界 5 ·12 重建工程联席会议”成立
2008-6-26	“香港特区支援四川地震灾区重建督导委员会”成立
2008 -6 -27~29	特首到灾区考察
2008 -7-4~6	立法会议员到灾区考察
2008 -7-18	立法会批准首阶段拨款 20 亿元注入“支援四川地震灾区重建工作信托基金”
2008 -8-1	政务司司长与四川省政府常务副省长召开“香港参与四川灾后恢复重建协调机制”第一次会议
2008-9-8~10	“川港工作协调小组”第一次会议
2008 -10-11	川港签署《支援四川灾后恢复重建合作安排》、《援建省道 303 线映秀至卧龙段意向书》、《援助并连同海洋公园参与“卧龙保护区规划编制项目”意向书》
2009 -2-20	立法会批准第二阶段拨款 40 亿元注入“支援四川地震灾区重建工作信托基金”，基金总额 60 亿元
2009-3-27	川港签署《第二阶段援建工作意向书》
2009-5-18	“川港工作协调小組”第二次会议
2009-5-27	“香港特区参与四川灾后恢复重建协调机制”第二次会议
2009-7-3	立法会批准第三阶段拨款 30 亿元注入“支援四川地震灾区重建工作信托基金”，基金总额 90 亿元
2009-7-	川港签署《第三阶段援建工作意向书》
2009-8-20,28	发展局聘请“独立专业顾问”，协助重建项目技术检查工作
2009-9-24~26	立法会议员考察地震灾后恢复重建的情况
2009-11-9	“川港工作协调小組”第三次会议
2010-2-3	“川港工作协调小組”第四次会议暨特区援建项目年度检查会议
2010-5-27	“川港工作协调小組”第五次会议
2010-7-25~27	特首考察特区援建项目，并与川方召开“川港灾后重建高层工作会议”
2010-11-11	“川港工作协调小组”第六次会议
2011-1-26	“川港工作协调小組”第七次会议暨特区援建项目年度检查会议
2011-5-4~6	政务司司长考察特区援建项目，并与川方召开“川港灾后重建高层工作会议”及主持“香港特别行政区支援四川地震灾区重建部分项目工程竣工典礼”
2011-8-26	“川港工作协调小組”第八次会议
2012-3-8	“川港工作协调小組”第九次会议暨特区援建项目年度检查会议
2012 年 5 月	香港政府发布香港援建四川项目的进度报告

对于此次捐助项目的实施方式，香港方面经过激烈讨论，选择了在“交钥匙工程”和“开支票工程”之间的一种折中实施方式，即由四川方面负责援建工作的实施而由香港方面对项目进行实施指导。

截至 2012 年 5 月底，根据香港方面对援建项目的实地技术检查的结果来看，香港对于四川灾区的援建项目在工程质量和资金使用上并没出现重大的问题，这一结果表明香港援建四川震后重建项目取得了成功。

3.2 资料收集

资料收集：遵循多样化的信息来源能增强信息有效性的原则(殷,2004)，本文采用三角测量的方法，从多个数据来源来获取数据(Miles and Huberman,1984)，其中二手资料来源如表 2 所示。本文的第一类数据来源是援建项目的相关文件，包括年度援建项目进展报告、香港立法会讨论文件、香港立法会会议纪要、香港和四川高层人员关于援建工作的讲话、四川和香港签订的协议安排、中国政府发布的重建规划和条例等。第二类数据来源是政府与基金网站的报道，包括从 2008 年 5 月 12 日到 2012 年 5 月底的政府和基金网站上的事件报道。第三类数据来源是对参与香港援建项目的监督和管理工作的香港以及四川方面的工作人员进行访谈，主要目的是验证资料并查找和补充缺失的资料。为此，两位作者于 2012 年 4 月去汶川灾后重建现场进行了 2 个星期的实地考察与访问。

资料收集的程序是：先对香港援建四川项目的各类文档及新闻报道进行收集；对收集的原始文件和二手资料进行阅读之后，通过电话和电子邮件的方式进行补充访谈并进一步索取二手资料。

表 2 二手资料来源统计

	信托基金网站	四川重建网站（香港项目）	香港政府	香港 5·12 重建工程联席会议网站	四川省政府网站	香港立法会网站
文件（报告）	12					1
新闻	74	302	747	92	140	
文档		23	253	163		
视频		48				

3.3 变量界定与资料初步分析

1）香港援助四川震后重建慈善项目合作伙伴关系中的参与组织和人员

为考察合作伙伴关系，本文首先辨别出香港和大陆参与的组织与人员。第一步是从资料中辨别出实际参与组织与人员，再按项目管理过程（规划、预算、设计、论证、施工、检查）辨别各参与者的参与环节与角色，最后进行归纳分类，如表 3 所示。本文后面提及合作方时，将用“香港方”代表香港方面的参与者，“大陆方”代表四川方面的参与者。

表 3 香港-大陆跨境慈善项目合作伙伴关系中的参与组织和人员

参与者类型	实际参与者	参与环节与角色	参与活动举例
香港方			
香港市民	市民、舆论领袖	捐款、发表见解、影响议员	2008 年 10 月 19 日，千余名香港市民参与山地步行比赛，为支援四川汶川大地震灾区学校重建进

			行慈善募捐。
立法会	立法会、议员	审议和批准预算、拨款、现场考察	2008 年 7 月 18 日立法会开会讨论政府提交的关于成立“支援四川地震灾区重建工作信托基金”并注资 20 亿港元的申请。
香港政府	特首、政务司、发展局、驻四川办	方案、设计、实施、协调、现场考察、汇报	2010 年 7 月 25 日至 7 月 27 日，香港行政长官曾荫权率领香港政府代表团赴四川视察重建项目进展。
专业人士（志愿者）	有专业能力的志愿者	现场检查、技术指导、咨询、培训、研讨	来自香港的义工在香港红十字会的组织下，帮助患者安装假肢和进行康复训练。
专业组织，NGO	大学、建筑界协会，NGO	推荐专业人士、组织会议、提供专业帮助	由香港赛马会负责的绵阳市第三人民医院项目，由香港伟信顾问集团有限公司担任项目的顾问，参与工程项目管理。
媒体	香港媒体	收集与传播信息、曝光问题、反应民间意见	2012 年 5 月香港援建的绵阳紫荆中学使用不到两年被拆除，香港多家媒体对此事进行了报道。
大陆方			
政府及下属部门	中央政府、四川省、市县政府及部门	规划、协调、招标、组织实施、现场检查、项目管理	2008 年 9 月 23 日，国务院发布《国务院关于印发汶川地震灾后恢复重建总体规划的通知》。
勘察、设计、咨询单位	设计院、大学的工程学院	评估、规划、设计、咨询	汶川地震灾后重建香港援建卧龙项目由中国中元国际工程公司负责技术管理咨询。
承包企业	各类承包商及施工组织	各类项目的施工建设、报告	省道 303 线映秀至卧龙段由四川兴蜀公路建设发展有限公司负责组织施工。
监理公司	各类监理公司	施工项目的监理、接受培训	香港援建的通江县第二中学由四川交大监理有限公司负责监理。
媒体	四川省内外的各类媒体	收集与传播信息、曝光问题	2013 年发现香港援建的庐山中学使用空心砖，引发香港民众的质疑。为此人民日报采访了政府部门专家，从专业角度对此进行了解释。

2）变量界定

案例分析之前要对构念进行清晰的界定，然后从案例中获得每个构念的实证数据（毛基业、李晓燕，2010）。根据图 1 展示的研究思路，首先明晰每个变量的内涵和主要关注信息（见表 4），作为对资料和数据进行分析的依据。

合作方组织环境间的制度距离：由于本文是案例研究，因此对制度距离的考察将基于合作双方的组织环境来考察(Morgan and Kristensen, 2006)，其中规制距离主要考察与项目资金管理以及工程建设相关的法律法规之间的差异；规范距离主要考察慈善领域以及项目管理方面的行业规则、行为方式的差异；认知距离主要考察合作方在慈善事业和项目管理方面的理念和观念上的差异，包括合作双方对对方的看法与态度的差异。

合作伙伴关系：第一是考察合作双方之间的匹配性，涉及的要素包括理念与目标、能力、工作方法等(Jonker and Nijhof,2006)，这也是参与援建工作的香港 NGO（如乐施会）选择合作伙伴的考虑因素。本文除考察合作者之间的差异外，还考察合作参与者在上述要素上与慈善项目发起者的要求和期望的差异；第二考察合作关系管理机制，包括角色分工、合作关系的契约性安排、双方沟通机制（正式的与非正式的）、 慈善项目各阶段各参与者的实际参与行为（Jamali and Keshishian,2009）。

项目绩效：本文主要从项目的总体目的以及援建资金的使用、项目实施的进度以及项目实施的质量考察项目绩效（Selsky and Parker, 2005）。

表 4 各变量的内涵与主要关注信息

类型	变量及内涵	关注信息
1.制度距离	1)规制距离：预算管理及工程项目方面的政策法规间的差异。	①《合作安排》中引用的法规；②文档、文件及谈话中涉及的法律差异，对项目运作产生的影响的表述；③参与者对香港及大陆相关法律制度完善程度与执行力度的判断
	2)规范距离：慈善领域及项目实施上的行业规则与行为方式差异	①《合作安排》中引用的行业规范；②文档、文件及谈话中涉及的行业规范差异，对项目运作产生的影响的表述；③参与者对香港及大陆行业规范、非正式规范、潜规则以及行业成熟度的判断
	3)认知距离：慈善领域及项目管理领域的理念与观念上的差异。	①《合作安排》中表达的理念与观念；②文档、文件及谈话中涉及的观念差异的认识，项目举措对认知差异的应对办法；③参与者对香港及大陆慈善领域及工程建设领域的观念、理念的判断
2.合作伙伴关系	1)合作伙伴匹配性：理念匹配性、目标匹配性、资源能力匹配性、工作方式匹配性	从文件、报告、谈话、新闻中考察：①理念方面考察参与者对慈善事业和对人的看法，以及做事的态度（质量意识、专业精神等），以及改进措施；②目标方面考察合作方的目的及项目的过程目标，分析差异以及应对措施；③资源能力方面考察各参与者的能力水平及提高方式；④工作方式方面从项目过程考察参与者行为方式、差异及改进措施。
	2)伙伴关系管理机制：角色分工、关系规则、实施监督与评估、正式沟通、非正式沟通	从文件、报告、谈话、新闻中考察：①角色分工方面考察权力分配、控制手段；②关系规则方面从《合作安排》中考察双方关系的正式安排；③实施监督与评估方面考察各参与者在项目执行中的实际行为；④正式沟通方面考察沟通形式、沟通活动；⑤非正式沟通方面考察沟通目的、方式、内容以及作用
3.项目绩效	1）项目的总目的；2）具体项目援建资金的使用、项目实施的进度以及项目实施的质量	香港特区政府向立法会提交的 9 次《灾后重建工作进展报告》、国家审计署发布的 6 次审计报告、媒体报道三个方面考察捐赠项目总的目的以及具体项目①援建资金的使用；②项目实施的进度；③项目实施的质量等情况。

4 研究结果分析

4.1 香港与大陆跨境慈善项目的合作方组织环境间的制度距离

本文对案例资料的分析发现，在香港最初决定对四川地震灾后重建工程进行大规模援助并决策援建方案时，最初产生影响的是合作双方对香港与大陆间的制度距离的总体看法，而在《合作安排》的细节制定时，则考虑了两地制度

间的具体差异。

1）合作双方对香港与大陆间的制度距离的总体感知

2008 年汶川地震发生后，香港各界积极参与并决定给予大规模援助。但是香港市民、慈善组织、政府部门及立法会对内地曾经发生和不断发生的豆腐渣工程、慈善资金被挪用、滥用、侵吞、贪污事件以及慈善资金使用不透明等现象十分关注，因此对援建项目的工程质量及资金使用十分担心。香港媒体对大陆公益慈善事业和建筑领域存在问题做了充分报道。

香港方对大陆方的总体感知是，大陆合作方处在一种受腐败丑闻困扰的环境之中，政府官员受贿行为严重；在建设工程质量方面，虽然有众多法规，但建筑质量方面频繁出现的问题和事故表明，执行不严且从业人员素质较差的问题严重。而相比之下，香港政府在廉政建设方面有着丰富而成熟的经验，香港廉政公署对贪污案件进行严格的查处，有效的控制了政府公务人员的贪腐行为。在建筑工程质量管理方面，香港的工程质量检测行业监控严格，准入门槛较高；检测单位运作规范，从业人员作风严谨。因此，两地在文化理念、法律政策和管理规范方面存在巨大差别。

从大陆方参与人员的讲话以及新闻报道的分析发现，大陆方与香港方的总体看法比较一致，即认为香港有规范廉洁的制度环境以及先进成熟的慈善项目及工程管理经验，大陆方能从香港援建项目以及参与管理中提升自己的管理水平。

2）合作方组织环境间的规制距离

根据对合作文件和双方官员讲话的内容分析，我们发现规制距离主要体现在如下两个方面：

第一是资金管理背后的体制差异。本案例中的主要合作者是香港特区政府和四川省政府。由于体制差异，两地政府在资金管理上有巨大差异。香港立法会对政府部门资金使用的审查严格透明，表现为环节多、透明度高且背后有香港市民的舆论监督。例如，香港政府援助四川灾后重建项目的建议需要立法会审批，这是《中华人民共和国香港特别行政区基本法》授予香港立法会的权利。在审议中议员们向政府部门提出的问题相当详细，包括（1）解释申请拨款的迫切性及何时需要动用款项；（2）提供香港特区政府准备参与支援重建工作的具体项目及其详细资料；（3）提供从基金中分配给执行机构的比例；（4）提供监察机制的详细情况；（5）要考虑专业团体及非政府机构参与灾后重建的工作；（6）评估参与灾后重建对财政储备及改善本港民生的影响。然而，尽管国务院于 2007 年公布了《政府信息公开条例》，但内地政府的行政信息（特别是财政资金的使用）缺乏透明度和缺乏像香港那样的监督。大陆的慈善机构以及政府在使用社会捐款过程中也存在信息不透明，社会公众无

法及时了解资金使用决策过程和款项使用的详细情况。

因此两地在资金管理方面的体制差异使得香港方担心，香港向大陆政府或慈善机构的大笔捐款的使用过程不透明且得不到有效监督。

第二是建筑工程技术标准及项目管理方面的制度差异。由于四川灾区属于特殊地质地区，建筑项目需要执行国家颁布的《建筑工程抗震设防分类标准》。这是与香港在技术标准上有差异的地方。这要求援建项目按国家的技术标准要求而不是香港的技术标准。但香港在工程项目管理标准方面则比大陆严格，如香港特区政府的安全条例对施工设备、安全设施和人员均需要合格资质证书。香港政府工务局标书评分制度中，承包商要为安全表现评分差付出巨大代价。大陆也有项目管理制度，如《招标投标法》、《合同法》，但存在的最大问题是操作不规范、虚假行为、地方保护主义、行政干预等，其背后原因是个人私利高于组织与社会利益。另外，对于政府出资的工程项目管理，香港采用政府工务部门负责制，能够保证项目的质量、资金、进度管理顺利进行。而大陆则采用业主（院长或校长）责任制，这存在项目管理缺乏专业性的问题，同时大陆也缺乏专业性项目管理顾问公司。

3）合作方组织环境间的规范距离

根据对合作文件、专业人士讲话、项目实施检查报告的内容分析，我们发现规范距离存在于如下两个方面：第一是慈善领域的行业规范的差异。本文发现，香港方（作为捐赠者）是一个由 6 方面参与者构成的能力互补和相互制约的有能力且规范运作的群体。香港市民是捐赠款项的实际出资人，他们的纳税款和捐赠款是援建项目费用的来源。立法会是代表香港市民行使权益的机构，他们代表市民对援建项目行使权力，他们根据是否符合香港整体利益的原则来决定是否批准香港政府的捐赠提议，在项目实施过程中对香港政府进行质询。香港政府是名义上对四川进行捐赠的机构，援建项目的资金名义上是从香港政府拨付的，他们与四川政府进行沟通协调，并向立法会提出捐赠申请。同时香港政府也负责对项目的监控和检查进行组织。来自行业组织和 NGO 的专业人士是接受政府委托对项目的实施进行实地技术检查的专家。截至 2012 年 5 月 31 日，香港发展局和独立专业人士共进行了 722 次的实地技术检查。香港各个大学、建筑界的专业协会以及非政府组织对项目的实施咨询指导等。新闻媒体是各参与者发表意见的平台，对立法会和政府行为起着监督作用。因此，香港援助四川灾后重建项目是一个名符其实的“政府牵头、全民参与”的工程。

大陆方在重建项目实施中也是“政府牵头、多方参与”方式，但其内部动作远没有香港方规范成熟。实际上大陆的慈善机构的章程中规定了理事会和监事会等详细职能，但组织运作也缺乏规范性。

第二是项目管理规范上的差异。从文件中看出，合作双方都认为，在建设项目的规划、设计、施工、咨询、管理、监理、会议和审计等方面，香港方比

大陆方有更成熟的管理经验与专业技能。例如，与项目管理和招标法律制度相关的就是专业人士在执行这些法律制度时的经验和技能。在资金管理上，香港方采用专款专用、分阶段拨款，且通过强化过程文件记录进行全程管理，而大陆则存在缺乏成本管理观念，管理体制不健全，随意变更施工环节，不到现场签证，虚报工程造价等问题***。在进度管理上，香港方采用“设计与施工总承包”方式，而大陆则是设计、施工和监理分别招标的方式。例如香港制造商会代表田树臣在培训时介绍：“施工机械在资质证书要求下处于良好的状态以及人员都在严格的资质证书要求下受到了严格的培训。香港政府的劳工处集“公安局”和“检查院”职能于一身，对不合要求的施工项目有“停牌机制”。而香港的廉洁环境使得这些机制能起作用。”而大陆的建筑领域则有太多不规范的行为，如多层转包、偷工减料、野蛮施工、不遵守操作规程，施工企业缺乏经验与资质、施工人员缺乏能力。而这些缺乏有效制约。

4）合作方组织环境间的文化认知距离

文化认知距离不像法律政策距离和规则距离那样显性可见，但一样显著的出现在合作过程中。根据对专业人士讲话以及项目实施检查报告的内容分析，我们发现文化认知距离表现在如下二个方面：

一是工作态度方面的差异。在建设项目管理方面，大陆方在规划、设计、施工、咨询、监理、审计方面最缺的是认真执行行业规范的专业和敬业精神。大陆建筑领域的多层转包、偷工减料、野蛮施工、不遵守操作规程等行为背后体现的是专业精神和敬业精神的缺乏。而这正是香港方所拥有的。

二是慈善活动价值理念方面的差异。香港方认为，先进的文化理念和树立端正的态度是慈善项目有效实施的前提保障，如不仅要重视物的重建，还要重视人的重建和社区的重建。虽然《恢复重建条例》（国务院文件）中关于地震灾后重建原则中“立足当前与兼顾长远相结合”和“经济社会发展与生态环境保护相结合”与香港方理念非常一致，但大陆方在落实这些原则时仍会有欠缺。香港方面除了关心硬件设施的建设外，还关心软件的建设，包括公共服务设施的运营、相关的人员技能培训、关注弱势群体需要、关注其可持续的自身能力的增强等。

4.2 香港与大陆跨境慈善项目中的合作伙伴关系分析

4.2.1 合作伙伴匹配性分析

在此跨境慈善项目的案例情境下，我们发现合作伙伴间在如下三个方面存在显著差异。

1）理念与目标匹配性

从合作双方的文件以及香港方参与的专业人士报告中，本文发现双方在理念和目标上存在显著差异：

第一，在理念上，双方在对慈善和人的看法，以及做事的态度上存在差异。对慈善项目以及人的看法层面的差异主要在双方的政府参与者之间。香港方除了关注硬件的建设，也重视软件的建设并认为应该为未来经济重建做长期布署，包括医疗设备，地震灾区 130 万残疾人的康复、社会福利设施管理人员培训。但这在大陆是新生事物。做事的态度上的差异主要在项目实施的大陆参与者与香港专业人士之间。例如香港混凝土学会会长关国雄在给大陆方参与培训的施工企业和监理公司培训时说：“混凝土是建筑工程的关键，其实际质量与施工程序、技术和监管息息相关。如果不严格控制水与灰的比例、浇筑不顺畅、不捣实、养护不及时彻底，就没有好的质量。这其实是一个理念和意识问题，当然也是管理问题。”参加培训的大陆方施工企业人员认为，这种专业精神和意识恰恰是第一线施工人员缺乏的。

第二，在建设项目的目标上，分析《合作安排》时发现，虽然在援建项目的目的上，香港方与大陆方总体是一致的，即都是尽快恢复灾区人民的基本生活条件与公共基础设施，但在具体项目选择、规模、地点、技术水平上有不一致的考虑。因为地方政府在总体规划时会有政绩、标志性工程以及兼顾商业化项目开发的目的。例如，援建过程中，已经发生过受香港援建的中学建成验收后又被当地政府重新用作了有更大商业价值的地产项目。而香港方则主要从慈善角度和项目未来运行角度考虑阶段性目标。例如，香港方强调援建项目的过程目标，要“确保工程符合质量要求、资金到位和用得其所、以及安全施工前提下及时完工”。虽然大陆方在《重建条例》中也有重点强调，但在项目层的参与者对目标的认识不足。

2）能力匹配性

能力差异主要体现在大陆方规划与设计组织、承包商与监理组织中的大部分都缺乏足够资质、经验或缺乏按香港的规范要求施工的经验和技能。例如，四川省建设工程质量安全监理协会的报告在表达面临的挑战时说：“施工单位多且杂，技术水平参差不齐，合格的监理人员缺乏，一些有资质的公司对施工人员和监理人员也缺乏足够的训练。”

3）工作方法方式匹配性

在项目规划、设计、施工、管理、监理、会议与审计等方面的工作方法上，大陆方各参与者与香港方对项目的要求，与香港方参与的专业人士有较大差距。根据大陆方四川省建设工程质量安全监督总站的质量安全监督报告，虽然针对港澳援建项目做得仔细，但仍发现如下问题：在施工层面：大陆方的项目承包商、施工者和监理由于文化理念和能力的差异，存在凭经验粗放施工的问题，包括（1）工程项目项目施工不严格按流程施工；（2）现场不记录，不整理；（3）现场混乱。又如，在大陆 20 多年帮助香港各类捐助项目提供咨询的香港建筑业专业人士何伟华说；“国家乃至施工单位都有严谨的制度，但就是不能

有效贯彻到前线施工管理人员，他们在施工过程中主要凭经验施工。”再如，2010 年 12 月四川省发改委领导在组织 295 个港澳援助项目所在的地区市级、县级政府部门（发改局、行业主管部门、施式单位）进行培训时说：“资金管理工作存在内控制度不健全、会计凭证留存不齐全、会议档案保管不规范”

4.2.2 合作关系管理机制

基于项目管理过程，我们辨别出香港与大陆跨境慈善项目中合作关系管理机制的五个要素。合作关系管理机制如图 2 所示。

1）项目的合作伙伴角色分工

双方角色分工涉及到资源投入、对项目实施的影响权力与控制手段在合作者之间的分配，进一步决定着合作关系的灵活性以及谁会对新出现的资源需求承担更大责任（Reed and Reed,2009）。

在决定对四川地震灾区重建项目进行大规模援助之初，香港方有交钥匙工程和开支票工程两种援建方式供选择。“交钥匙工程”需要承担规划编制、建筑设计、专家咨询、工程建设和监理等工作，而“开支票工程”则只出资金，不参与项目的实施。由于香港市民和立法会议员们对内地曾经发生和不断发生的豆腐渣工程、慈善资金被挪用、滥用、侵吞贪污等事件以及慈善资金使用不透明等现象十分关注，因此对援建项目的工程质量及资金使用十分担心。另外由于援建工程规模大、项目多且分散，时间紧，香港建筑界无法直接承包所有工程。香港方在与大陆方商量后最终选择了在“交钥匙工程”和“开支票工程”之间的一种折衷方式，即由四川方面负责援建工程的实施而由香港方面对项目进行监控。

2）正式合作协议界定的合作关系规则

经过香港方与大陆方的多次讨论，2008 年 10 月 11 日双方达成《支援四川灾后恢复重建合作安排》（简称“合作安排”），主要从四个方面界定了双方的合作关系规则：

第一，原则：以协商形式确定援建项目；每个项目独立立项；资金按项目进度和香港财政法规分期拨款；基于大陆的法律法规中的技术标准对项目质量进行监察。这样安排的原因是，香港在资金管理方面更成熟完善，这有利于防范资金乱用和工程腐败问题。

第二，项目选择：在项目的选择上，大陆方提供《汶川地震灾后重建总体规划》项目表，香港方根据自己的原则与大陆方商讨并从中选择援助的项目。这种安排解决了香港方与大陆方在援建项目选择上目标不一致的问题。

第三，项目管理与资金管理（更详细内容如表 5 所示）：在项目管理方面，项目技术标准以大陆的法规规定的为依据，但在项目的规划、设计、施工、管理、监理、会议和审计等方面参考香港方及其专业机构和人士的意见；在施工

监理过程中，除大陆方负责日常管理监督外，香港方还经常委派专业机构/人士参与，并参与问题的解决方案制定；对项目的承包商的资质，通过提高等级的方式，以确保承包商有能力和素质完成项目。在资金管理方面，对于香港方的援建资金设立“援建资金专户”；对项目进度实施四阶段的里程碑管理，以香港方的实地考察和大陆方的详细文件（如进步表、照片、测试记录）作为里程碑进行鉴别。这种安排源于大陆方的建议和要求。这种以一方为主的安排解决了项目施工和管理过程中，双方因工作能力差异和工作方法差异对慈善项目实施造成的不利影响。

第四，沟通协调机制：分政府高层、部门层和项目层建立三层协调机制。第一层帮助解决双方因理念和目标不一致产生的问题，第二层帮助解决因工作方法不一致产生的问题，第三层帮助解决项目层次因能力和工作方法不一致产生的问题。

表 5《合作安排》中关于资金管理与项目管理的核心内容

关键领域	核心内容
资金使用	（1）每个援建项目均独立设项。不同阶段的援建计划有明确的项目清单，表明每个项目的性质、内容、范围、预算费用和服务对象。 （2）项目资金管理按照预计工作进度拨款的原则，依照项目不同阶段的进度，分期拨付所需的资金。四川方面在四川省设立一个特定的“香港特区援建项目资金专户”，以处理港方资金的跨境划拨，以及援建项目的资金拨付事宜。港方尽量配合川方，基本上以 12 个月为期，分期从特区政府支援基金转拨资金至援建资金专户，以应付援建项目的资金需要。 （3）双方对每项工程议定里程碑，项目一般分四个阶段：完成地基工程，完成 50%上盖结构，完成全部上盖结构，以及完成屋宇装备和内部装修等其他所有工程。川港双方并会就完成每项工程中每个里程碑所需的费用及时间，在项目施工期开展前达成共识。 （4）首期香港方面拨付资金数额，视川方估算在第一个 12 个月内，各项工程在该段期间拟完成的里程碑总费用，由港方以预先拨款方式支付。 （5）在相关的 12 个月接近结束前，川港双方会检视每项工程进度及核实已完成的里程碑，并进行实地考察。川方实施单位须提交有关文件，包括独立公证行报告、工程进度表/照片、会议记录及测试记录等作为凭证。川港双方会因应每项工程的实际进度及余下的工程量和工期，在进入第二期以前，计算随后 12 个月所需的工程费用，并协商下一期发放的款项。 （6）川方会严格控制项目的建设规模、标准和工程预算。相关阶段涉及所有项目的整体实际开支不应超越港方同意的承担额。如因在工程期间遇上不能预见的因素而需要调整项目的规模和预算，须经川港双方协商同意，在符合香港特区相关财政法例和规则的前提下跟进处理。 （7）在港方支援的所有项目完成后，若仍有资金剩余，川港双方会协商资金的安排。
项目监控	（1）港方援建项目的技术标准须符合内地的法规及有适当的监察机制。在内地进行的援建工作和技术标准会以内地的相关法律法规和政策为依据。川方希望借此引入香港特区的规划、设计、管理经验和专业技术，让港方委派的专业机构/人士，在符合国家关规定和政策的前提下，按需要为香港特区援建项目的规划、设计、施工、咨询、管理、监理、会计和审计等工作提供专业意见，给川方参考。 （2）港方直接捐资的援建项目，由川方组织实施建设及负责日常的项目管理监督。有关援建项目的招标活动，按内地相关的法律和规章制度处理，对承包企业可适当提高资质等级。 （3）川港双方共同审视有关项目的实际工作进度，川港双方相关的管理部门和港方委派的相

	关专业代理机构/人可按需要，定期或不定期组织项目检查工作，包括与援建项目有关的数据，以及在援建项目现场，对项目工作进展、材料质量和资金使用等事宜进行实地检查。对个别项目出现的问题，由川港双方及时进行协商处理，确保援建项目按规范实施。 （4）港方只作为援建项目的资金承担者，无须承担援建项目引致的任何法律责任，例如有关的规划、设计、实施建设和日后的使用、营运、维护保养等任何合约、民事和其他方面的法律责任。

3）项目实施的监督与评估

香港方和大陆方的参与者（如表 3 所示）在项目管理过程（规划、预算、设计、论证、施工、检查）的参与情况如图 2 下半部分所示。

项目预算审查：香港立法会对资金使用情况进行审查。在立法议员背后是作为纳税人的市民，他们（包括舆论领袖）通过新闻媒体平台督促着议员们勤勉工作。

项目选择与设计：在项目的选择上，大陆方提供《汶川地震灾后重建总体规划》项目表，香港方面根据自己的原则与四川方面商讨并最终确定援助的项目。这种安排解决了香港方与大陆方在援建项目选择上目标不一致的问题。

项目论证与实施检查：香港方委派专业人士为援建项目的规划、设计、施工、咨询、管理、监理、会计和设计工作提供专业性意见。香港方的参与者在项目管理各环节的参与有效减少了各环节可能出现的问题，从而保证项目实施的有效性和进度。例如，在项目实施的监控上，如 2010 年 8 月四川省多处频降暴雨并引发泥石流，导致省道 303 和绵茂公路两个在建项目受到损毁。为此香港发展局与土木工程拓展署土力工程处的三位专家到四川，与四川省政府官员及专家共同到灾区现场进行考察，提出变更方案、风险评估、项目管理及运作安全的具体意见，再由联席会议讨论批准，并由四川省交通厅及发改委审批。从四川省各级政府网站上公布的 256 份香港援建项目活动事件中看出，大陆方对香港项目重视程度显著高于大陆其他省的援建项目。

施工质量检查：除了大陆方监理公司实施质量检查外，香港方从三个层面参与了质量与进度检查。一是香港发展局在四川的重建组成员按各项目进度及需要，定期或不定期地到援建项目点进行检查；二是香港政府聘请的“独立专业顾问”帮助进行技术检查并提交报告；三是香港建造界自发组成的“香港建造界 5·12 重建工程联席会议”派出专业性志愿人士以观察员的身份参与工程竣工验收，确保项目的竣工验收环节处于严格的监控范围之内。

4）正式沟通机制

为了项目的实施过程中进行充分的沟通交流，四川和香港之间设立了“香港特区参与四川灾后重建协调机制会议”，并将协调机制分为高、中、低三个层次，如图 2 中上部分所示。

第一层次为高层会议，由大陆方和香港方的高层领导定期或者不定期的召

开。高层会议要审定援建项目的资金、项目的年度计划；协调解决项目实施中的重大问题；并审查年度资金使用和项目实施进展。

第二层次为工作协调小组会议，定期或者不定期的召开。协调小组香港方召集人为政制及内地事务局，大陆方召集人为四川省发改委和省港澳办，成员包括相关部门代表。工作协调小组向高层协调机制负责，主要职责是处理和跟进有关组织实施香港援建工作，包括资金和项目的统筹安排、组织实施与监督管理，以及高层机制指派的其他工作。

第三层次为项目专责小组会议，定期或者不定期召开。召集人为双方的相关项目牵头部门代表，成员包括双方的相关部门及参与机构的代表。项目专责小组的主要职责是专责跟进香港参与的相关项目的具体事宜，并协助工作协调小组处理有关的工作。

截至 2012 年 5 月底，大陆方和香港方共进行了 5 次高层会议和 9 次工作协调小组会议，47 次项目专责小组会议和 1042 次其他层面的工作会议。从公布的会议纪要看出，香港与大陆两地间虽然在体制、法律法规、建设标准、管理文件等方面存在的显著差异，但合作双方还是通过频繁的沟通、磋商、磨合后逐渐达成了共识。

5）非正式沟通机制

在对资料进行内容分析过程中，我们发现合作双方还进行了 28 次非正式沟通活动（如表 6 所示），双方在城市建设、质量安全、防贪反腐、施工监控等方面，通过参观、研讨、经验分享、咨询等形式进行了非正式交流。

表 6 香港与四川方之间的非正式交流活动

	参观	研讨	培训（经验分享）	咨询
城市建设	2	1		5
质量安全	3	6	10	5
防贪反腐	2	3	9	2
施工监控	3	2	15	*

例如，2008 年 10 月香港廉政公署在就《合作安排》实施过程中防贪事项提出的建议就包括邀请大陆方访港时访问廉政公署。在随后的四川省副省长魏宏率四川省、市、县负责重建的官员到香港考察时，被特别安排去廉政公署考察。考察时廉政公署的官员结合香港新机场等大工程，介绍了工程项目监控的制度与程序。2009 年 4 月 9 日，合作双方在成都合办了主题为“可持续城市形态：防灾减灾与优质建设”的内地与香港建筑业论坛。在论坛上，来自香港和内地的专家和学者与住建部官员及与会者交流分享了城市防灾减灾及建设优质城

市方面的经验。2009 年 5 月 26 日至 27 日，四川省副省长魏宏率团赴香港参加川**港协调机制第二次高层会议。期间代表团一行二十三人**访问了香港理工大学、香港赛马会等机构，考察了小学校舍、跨海大桥等在建工程项目，并听取了香港在工务工程管理及防贪方面的经验介绍。为了交流反腐倡廉工作经验并探讨加强廉政建设合作，2010 年 5 月 17 日香港廉政专员汤显明博士率领香港廉政公署代表团访问北京，拜访了监察部和国家预防腐败局，并与工作人员探讨在四川灾后重建工程中如何加强监控机制以预防贪污腐败。另外，“香港建造业 5.12 重建工程联席会议”多次派专业人员参加大陆方组织的项目可行性研究和设计专家论坛、项目实施与监理工程师培训以及项目会议工作培训。

分析上述非正式沟通活动开展的时间和原因发现，非正式沟通机制是在项目开展后根据需要逐渐形成了。虽然合作双方就双方合作关系规则达成一致，但是在项目的实际实施过程中依然会因为双方在体制、法律法规、建设标准、管理文件和管理方法等方面存在的显著差异，而在问题的解决方法、思路和做法上会存在差异，即使是正式沟通机制和监控手段只能在表面达成一致，而未必在内心认同。正如香港***在***文件中说：四川省政府不是香港特区政府的下级单位，因此香港政府不能通过行政命令的方式让大陆方面按照自己的要求来处理问题，正式沟通手段的使用受到一定的限制。这时非正式沟通机制出现并发挥作用。

通过分析上述非正式沟通活动的相关信息，发现非正式沟通机制有四个方面作用：第一，促进双方理解两地在理念、思路和方法上的差异、差距和面临的困难；第二，了解和掌握在慈善与项目管理方面的成熟做法、经验，理解背后的原因与好处，理解背后的思想，从而增加对现有的合作规则理解上的一致性；第三，对于项目实施过程中发生的问题的解决思路的解上更容易达成一致；第四，通过非正式沟通从参与者那里获取新建议和新思路。因此，这些培训、交流与学习能够取得正式关系规则所不能达到的效果。

4.3 香港与大陆跨境慈善项目绩效

香港与大陆合作项目的绩效体现在两个方面。第一是援建项目建设本身的质量，包括援建资金的使用、项目实施的进度以及项目实施的质量。第二是慈善项目的目的是否达到。

根据香港特区政府向立法会进行的 9 次“灾区援建工作进展报告”和国家审计署公布的 6 次“汶川地震灾后恢复重建跟踪审计结果”等文件进行分析，香港援建项目在资金使用、项目进度控制和项目的建设质量上都与预期的目标接近，取得了良好的监控效果。项目的目的已经实现，即尽快恢复了灾区人民的基本生活条件与公共基础设施①。

援建资金的使用指的是所拨付的援建资金全部都用于项目的建设上，没有挪作它用或者贪腐的情况发生。2010 年 12 月 22 日，四川省审计厅召开了新闻

发布会，通报了灾后恢复重建资金和项目跟踪审计情况：审计未发现重大违法违纪违规问题。跟踪审计结果表明，为管好用好恢复重建资金，在资金的使用上基本做到了专户储存、专账核算、专款专用，确保了灾后恢复重建按预定目标顺利推进。2012 年 5 月就香港援建的绵阳紫荆民族中学被拆除一事，经过香港政府与四川省政府的交涉，200 万元的捐建资金已于 2012 年 5 月 28 日回拨到援建专户。

项目实施的进度指的是项目的实际建设进度按照计划的进度来进行。在政府负责的 151 个项目中，有 90 个项目已经竣工验收（60%），正在施工中的项目有 61 个（40%）。33 个非政府机构项目中，21 个项目（66%）已经完成，正在施工中的有 11 个（34%）。

项目的实施质量指的是项目的实际建设质量达到规定的质量水平。截至 2012 年 6 月份，综合技术检查和竣工验收观察得到的结论是，香港援建工程并无出现重大质量或施工安全问题。只是部分项目在配套工程的安排和管理方面有欠妥善，未能配合主体工程进度，个别项目存在边坡问题，情况有待改善。

5 研究结果讨论

下面将基于上节的研究结果，探讨慈善项目跨境合作情境下，制度距离、合作关系与项目绩效间的关系，如图 4 中。

5.1 制度距离、跨境合作伙伴关系与项目绩效间的关系讨论

制度距离一方面表现为具体的法律政策、行业规范、价值理念间的差异，另一方面表现为合作者对双方间的法律政策、行业规范、文化理念差异的总体感知(Morgan, Kristensen, 2006)。后者涵盖了人们对正式制度、非正式制度、执行力度、潜规则状况等方面差异的理解。

基于香港与大陆间跨境慈善项目合作情境的上述分析，本文发现，香港与大陆虽然同属一个主权国家，但因历史原因两地间存在显著的制度距离。其中规制距离表现为因体制不同形成的资金管理方面的差异、建筑工程技术标准差异以及项目管理制度差异；规范距离表现为香港方在项目管理规范、经验与专业技能上比大陆方更成熟；认知距离表现为在价值观方面香港方更重视慈善项目在人与社会方面的软件建设，而不只是物的建设，以及在执行行业规范时的专业精神与敬业精神。

香港与大陆间的制度距离显著地影响着此次援建项目跨境合作伙伴关系。

首先是影响合作伙伴匹配性。两地间的认知距离可能显著影响了合作双方的理念差异，并进而影响目标要素的选择及其优先次序的判断、影响工作态度（Reed and Reed,2009）。例如，香港方更重视软件的建设、重视残疾人

康复中心的建设。认知距离和规范距离可能影响了合作双方的目标差异。例如，香港方非常强调过程目标，但大陆方的项目层参与者对此认识不足。规范距离还可能直接影响合作双方的能力差异和工作方法差异，表现为大陆方在规划、设计、施工和监理方面的能力缺乏，以及工作方法缺乏专业性。合伙伙伴间在这些因素上的匹配性是这个跨境慈善项目实施面对的挑战，因为会影响到项目绩效（Jamali and Keshishian,2009）。对这些差异的理解正是合作关系管理机制设计的基础。因此本文提出如下命题：

命题 1：在慈善项目跨境合作的情境下，合作者的组织环境间的制度距离会显著影响合作伙伴匹配性。合作者的组织环境间的制度距离越大，合作方之间在理念、目标、能力和工作方法间的差异越大，从而负面影响项目绩效。

其次，在慈善项目跨境合作情境下，合作双方对其组织环境间的制度距离的感知影响着他们对合作关系管理机制的设计。像任何其他合作伙伴关系一样，慈善项目的跨境合作也不可能偶然成功。

2008 年香港最初决定对四川地震灾后重建工程进行大规模援助并决策援建方案时，最先影响援建方案总体思路的是合作双方对香港与大陆间的制度距离的总体看法，即内地曾经发生和不断发生的豆腐渣工程、慈善资金被挪用、滥用、侵吞以及贪污等事件以及慈善资金使用不透明等现象十分关注，从而对援建项目的工程质量及资金使用十分担心。因此，根据两地间的制度距离的感知，合作双方制定和实施了相应的合作关系管理机制，包括双方伙伴间的角色分工，签定正式合作协议界定双方间的正式关系规则，并设计了正式沟通机制来管理两地制度距离可能给项目实施带来的不利影响。而正是伙伴关系共同目的的正式公开的宣誓、通过正式协议界定的合作关系，把评估监督融入项目管理过程中等成为很多慈善项目的跨部门合作取得良好绩效的保障（Rein and stott,2009）。因此本文提出如下命题：

命题 2：慈善项目跨境合作情境下，合作者的组织环境间的制度距离影响着合作关系管理机制的构建，从而影响项目绩效。

命题 2a：慈善项目跨境合作情境下，规制距离越大，合同的正式性与详细性对于达成项目绩效目标越重要；

命题 2b：慈善项目跨境合作情境下，规范距离越大，合同设计、严格的执行过程和正式沟通对于达成项目绩效越重要；

命题 2c：慈善项目跨境合作情境下，认知距离越大，非正式沟通对于达成项目绩效越重要。

另外，在慈善项目跨境合作情境下，合作双方在设计合作关系管理机制时，除了考虑双方组织环境间的制度距离外，还会评估双方间在观念与目标、能力和工作方法方面的匹配性。前者是宏观层面的影响因素，后者是微

观层面的影响因素（Austin,2000）。合作双方的匹配性会影响合作关系管理机制具体内容的设计以及实施中的措施。本文的判断是，合作关系管理机制的一个重要作用是改进双方间的匹配性，正如 Jamali and Keshishian（2009）指出的，合作安排的目的就是从整体角度来应对这些挑战。例如，基于正式协议的关系规则可以增加合作者间的目标一致性和工作方法上的一致性；执行过程机制（涉及到监督与评估过程）增加合作者间的工作方法一致性；正式沟通机制增加工作方法一致性；非正式沟通机制增加双方能力匹配性和理念一致性。因此，合作双方一方面通过适应环境来获取合法性，另类一方面通过战略行动来减少环境的不利影响（Child and Tsai, 2005; Yang, Su and Fam, 2013）。因此，本文提出如下命题：

命题 3：慈善项目跨境合作情境下，合作伙伴对合作双方的匹配性的理解显著影响合作关系管理机制的具体内容的设计。合作伙伴关系管理机制的作用主要是通过增加合作伙伴间的匹配性进而减少合作方之间的差异给项目绩效带来的不利影响。

命题 3a：慈善项目跨境合作情境下，正式关系规则增加合作者间的目标一致性和工作方法上的一致性；

命题 3b：慈善项目跨境合作情境下，执行过程的监督评估机制和正式沟通机制增加合作伙伴间的工作方法一致性；

命题 3c：慈善项目跨境合作情境下，非正式沟通机制增加能力匹配性和理念一致性。

5.2 制度距离情境及其调节作用

本文对香港与大陆间的跨境慈善合作项目进行的制度距离分析表明，在本案例涉及的慈善项目管理及工程项目管理方面，香港地区的制度（法规、行业规范、管理方法与理念）与大陆方相比更成熟和完善。在这种情境下，简单捐赠方式的缺点就很明显，是香港方不会采用的。而由于由香港方负责实施的成本太高，总体上采用大陆负责实施和香港方负责监督的模式，这时合作双方都很重要。合作关系管理机制设计需要充分考虑两地间的制度距离，合作者关系管理机制的各个方面都很重要。

基于上述的分析，本文推断，在慈善项目跨境合作的情境下，可能存在不同的制度距离情境（如图 3 所示），随着制度距离情境的不同，制度距离在合作者设计合作关系管理机制时的影响也可能不同。捐赠方的制度完善且受助方制度也成熟时（情境 1）（如西方发达国家间情境），合作者关系管理机制中的非正式沟通机制重要性显著降低。本文研究的香港向大陆进行大规模慈善捐赠属于情境 2。捐赠方的制度不完善而受助方制度成熟时（情境 3）（如发展中国家向发达国家捐赠的情境），合作者关系管理机制的各个要素可能都不重

要，捐赠者可能会采用直接捐款的援助方式。捐赠方的制度与受助方制度都不成熟时（情境 4）（如大陆向非洲国家捐赠情境），合作者关系管理机制的各要素也可能都不重要，这时捐赠方更可能采用交钥匙工程的援助方式，如中国政府向非洲援建的众多项目。因此，本文提出如下命题：

命题 4：慈善项目跨境合作情境下，制度距离对合作者关系管理机制的影响受"制度距离情境"的调节。境内境外制度环境成熟度间的差异不同，合作者关系管理机制的重要性发生变化。

6 理论贡献、管理启示与未来研究方向

1）理论贡献

本文揭示的慈善项目跨境合作情境下，制度距离、合作伙伴关系、项目绩效间的影响机制，本文在理论上做出了如下贡献。

第一，将制度距离相关研究引入到慈善项目跨境合作情境，探讨合作方组织环境间的制度距离对跨境合作伙伴关系进而对项目绩效的影响关系。过去关于制度距离的研究主要探讨企业跨国经营中的管理问题(Salomon and Wu, 2012)，很少涉及慈善项目跨境合作领域；另外，过去关于社会合作伙伴关系理论的研究主要揭示单个环境背景下影响慈善（公益）项目绩效的合作伙伴关系因素，认为合作伙伴的匹配性因素和合作关系管理因素是影响慈善项目绩效关键成功因素(Jamali and Keshishian,2009)。本文则进一步探讨了跨境慈善项目合作情境下，合作伙伴关系的前因变量"制度距离"影响机制，对于进一步理解合作伙伴匹配性以及设计合作伙伴关系管理机制提供了帮助。

第二，进一步揭示了合作伙伴关系内在要素间的关系。通过案例分析，本文发现了合作者基于对合作者匹配性的理解设计了合作伙伴关系管理机制来增加了合作伙伴匹配性，这样的行动有助于减少跨境合作者间的差异给项目绩效产生的不利影响(Vurro, Dacin, Perrini, 2011；Jamali and Keshishian,2009)。而目前已有的社会合作伙伴关系研究并没有探讨合作伙伴关系内在要素间的关系。

第三，本文发现制度距离对合作伙伴关系管理机制设计的影响可能受制度距离情境的调节。合作方的组织环境中的制度成熟度匹配性情境不同，合作双方会选择显著不同的合作伙伴关系管理机制。目前的制度距离研究并没有考虑双方制度成熟度间的匹配关系情境。(Vurro, Dacin, Perrini, 2011)。

因此本文研究成果丰富了关于制度距离的研究以及社会合作伙伴关系理论研究，并为以后更深入的研究提供了基础。本文也从慈善项目实施和深度案例研究两角方面回应了 Lindgreen 和 Swaen(2010)界定的 CSR 目前五个研究挑战：沟通、利益相关者参与、实施、评估和案例研究。

2）管理启示

本文研究结果分别对政府、企业和 NGO 有如下管理启示。

总的启示是，在慈善项目跨境合作情境下，要促进慈善项目成功实施，合作者需要理解两地间的制度距离对合作伙伴间匹配性的影响，设计合适的合作伙伴关系管理机制，一方面直接促进慈善项目顺利实施，另一方面管理合作伙伴间的差异性以减少其对项目实施的不利影响。

第一，本研究对慈善项目跨境合作情境下，设计合适的合作关系管理机制有启发。即要考虑两地间在法律法规、行业规范、文化理念等方面的差异（即制度距离）。合作双方组织环境间的认知距离越大，包括参观、座谈、研讨和培训等方式在内的非正式沟通机制越重要；在行业规范方面差异越大，正式协议中的详细规定和正式且频繁的沟通的作用越大；当法律法规方面的差异越大，正式协议的作用越大。合作关系管理机制的重要作用就是改进合作双方间的匹配性，减少双方间的差异对慈善项目绩效的不利影响。

第二，对受助方的合作者，本研究的启示是，当捐赠方制度比自己一方更成熟时，正式协议、正式沟通与非正式沟通是提升自己，促进慈善项目目标达成的重要方法。要注意受助方的各层次参与者，他们的理念、目标、能力、工作方式与项目要求的差距是不同的。需要认真加以管理。

3）未来研究方向

未来跨境慈善项目合作的情境将越来越多。本文只是通过一个典型案例揭示了慈善项目跨境合作情境下合作关系的一些特殊性。本文的研究推论还有待更多案例研究加以检验。下一步的研究将探讨更多案例。一是对制度距离对跨境慈善合作的组织方式的影响进行进一步研究；二是进一步研究合作关系中的合作关系管理机制与合作方匹配性的关系；三是探讨不同的制度距离情境下，合作伙伴间的合作模式的不同类型与规律。

尾注：

①两年完成了原计划三年的灾后重建任务。来源于国家审计署公布的审计报告，2012.

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在线品牌社群的控制性氛围

社会资本与品牌社群承诺研究

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摘要

在线品牌社群是由素未谋面、跨区域的消费者基于对某品牌的兴趣和爱好而在网上形成的品牌论坛。如何通过社群管理培养成员对在线品牌社群的承诺是品牌社群经营面临的一个重要问题。本文基于协和控制视角，将社会资本（人际信任、互惠规范）与社群认同作为多重中介变量，研究在线品牌社群的控制性社群氛围对社群承诺的影响机制。实证结果发现：在线品牌社群的控制性氛围正向影响人际信任和互惠规范；人际信任正向影响社群认同和社群承诺；互惠规范正向影响社群认同和社群承诺；社群认同对社群承诺有显著正向影响；社会资本（人际信任、社会规范）和社群认同在控制性社群氛围与社群承诺之间起到完全多重中介效应。

关键词：在线品牌社群；控制性社群氛围；社会资本；社群认同；品牌社群承诺

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1 引言

品牌社群是由消费者、品牌和产品等一系列要素组成的社会关系网络，对社群成员的态度和行为方式有着深刻的影响（Muniz and Schau，2005）。大量研究证实，品牌社群有助于促进品牌关系的形成和改善，增强消费者对品牌的忠诚度（e.g., Bateman，Gray and Butler，2011；Zhou et al., 2013；王新新、薛海波，2010）。因此，品牌社群成为了品牌研究领域近十几年来的研究热点之一（e.g., Algesheimer，2010；Lee，2011；Schouten，2007；Zhou et al., 2012）。在线品牌社群是指品牌社群成员以网络为交流载体，主要通过品牌论坛、个人主页和博客等交流彼此的品牌体验以及对品牌的态度（Kozinets，2003）。这些社群能够通过为成员提供社交、信息、娱乐和财务等价值提高成员对社群和品牌的忠诚度（金立印，2007），改善成员与品牌的关系。根据中国互联网络信息中心（CNNIC）的调查报告，截至 2013 年底，中国网民规模已达 6.18 亿，互联网普及率达到 45.8%。越来越多的消费者通过电子网络平台聚集在品牌论坛上交换信息、分享经验、交流感情，数以万计的在线品牌社群（online brand community，如小米社区、迪斯尼的家庭社区、华为的花粉俱乐部，一汽大众社区论坛、联想 fm365 用户社区、海尔的会员俱乐部）孕育而生。如何利用在线品牌社群培育消费者与品牌的关系，成为企业面临的迫在眉睫的难题。因此，关于培养和维护社群成员对品牌社群的承诺，进而增强品牌关系的研究成为了在线品牌社群研究的重点。

组织氛围（organizational climate，也译为“组织气候”）这一概念源自于 Lewin 在研究场地论时提出了的心理气氛(Psychological Atmosphere)，描述了组织成员对所处组织环境的一种感知，且这种感知与成员的经验相关，并且能够影响成员的行为（Tafuiri and Litwin，1968）。根据目的的不同，现有研究将组织氛围分为支持性组织氛围（supportive organizational climate）和控制性组织氛围（controlling organizational climate）两种（王端旭、洪雁，2011；Amabile，1996；1997），前者强调对组织成员的支持和帮助，主张信息交流的公开和自由（Sherman and Olsen，1996）；后者则强调对社群成员的管治和规范（Hemphill，1956；Halpin，1963)。研究发现，支持性氛围能够提升成员的创造力（王端旭、洪雁，2011），增强成员的组织承诺（凌文辁等，2011；张勉等，2002；Randhawa and Kaur，2014）。那么，控制性氛围是否也会对组织成员的态度和行为产生正向影响呢？本文在回顾国内外学者研究文献的基础上，把协和控制思想和社会资本理论引入到在线品牌社群研究中，探究在线品牌社群的控制性氛围对成员社群承诺的影响机制。

2 相关研究书评和研究假设

2.1 组织氛围与在线品牌社群氛围

对于组织氛围的研究主要源于 Lewin（1935）在研究场理论（FieldTheory）时提出的“心理气氛”（Psychological Atmosphere）这一概念。但有关组织氛围的定义，学者们基于不同的重点和角度进行了研究（陈维政、李金平，2005）。早期的学者大多从整体特性的角度进行定义，认为组织氛围是是一个组织所具有的独特风格（Haplin，1962；Sliver，1983），是一系列可以通过个体主观知觉测量的工作环境属性集合（Lewin，1939；Litwin，1968）；部分学者从形成原因的角度进行定义，认为组织氛围是组织成员对组织环境的知觉和感受（Schneider，1975；Dessler，1979；Schneider and Reichers，1983；James，1989）；基于组织氛围的作用，学者们认为组织氛围是能够使一个组织与其他组织区分开的、相对稳定的内部环境特征，是组织成员对组织客观特点的总体认知（Prtichard and Karasick，1973；Nicholson，1990）。研究发现，组织氛围能够影响成员的参与度（Shore and Wayne，1993)、工作投入（Parker and Baltes，2003）、创新性行为（顾远东、彭纪生，2010）和组织公民行为（蒋景清，2002）等各种行为。结合上述学者的观点，本研究把在线品牌社群氛围定义为围绕某一品牌、基于网络形成的，能够被成员感知的，并能对成员的情感、态度和行为产生影响的，相对持久的、稳定的、独特的内部环境。

关于组织氛围的划分标准，不同学者提出了不同的观点（eg., Litwin and Stringer，1968；Muchinsky，1977；Sherman and Olsen，1996；谢荷锋、马庆国，2007；王端旭、洪燕，2011）。其中，王端旭和洪燕（2011）在研究组织氛围对员工创造力的影响时，根据目的的不同把组织氛围分为支持性组织氛围和控制性组织氛围。在支持性组织氛围中，各种信息可以自由、公开地交流，员工对自己的工作拥有所有权和自主权，管理人员关注下属的需求并为员工提供各种必要的资源，为员工的工作给予支持。研究证实，支持性组织氛围能够对成员在组织中的发展提供支持和帮助（Sherman and Olsen，1996；Bock et al., 2005）。在控制性组织氛围中，组织加强对员工的管治和规范、限制信息流动、反对冒险，甚至为员工设定了明确的绩效考核标准（Hemphill，1956；Halpin，1963；Likert et al.,1967；Stringer，2002）。在线品牌社群是存在于互联网上，以讨论品牌知识、分享品牌经验与感受为主要内容的网络社区或者论坛，是一个非盈利组织，存在着社群成员对社群组织环境的感知（即社群氛围）。因此，根据社群成员对环境的感知，可把在线品牌社群氛围分为支持性氛围和控制性氛围。在支持性氛围中，社群成员人人平等，可以自由发言，自由交流任何信息；在控制性氛围中，社群内部实行严格的规范管理，根据标准对成员设置不同的等级，禁止成员乱发帖子（如侮辱性语言、广告灯）。

2.2 控制性社群氛围与社群承诺

自马克思·韦伯时代起，控制就成为了组织理论中的核心概念，有效的控制有利于执行计划、提高绩效，保证组织的运作与目标匹配。但不当的控制策略会降低成员的积极性和创造性，甚至会引起员工的反抗情绪。继简单控制策略、技术控制策略和官僚控制策略之后，出现了第四种控制策略：协和控制（Concertive Control）。协和控制是美国学者在研究自我管理团队过程中发现的一种新型管理控制思想，即通过协商、互动，组织成员一起塑造共有的价值观与规范，用以控制组织内成员的行为（Barker，1993）。研究发现，协和控制环境下的成员更加认同组织，并且随着时间的增长，成员对组织的认同感会不断增强，协和控制的力量也会加强（Barker and Tompkins，1994）。在线品牌社群是一群价值观相似的人聚集与沟通的平台，是一个自我管理的团队。社群中的每个成员都是自愿加入的，社群成员基于共同的价值观逐渐形成了某种共识或默契，进而形成一套自我管理和控制的行为规范。因此，在线品牌社群的控制性氛围是一种基于协和控制思想的控制，社群中的制度和规范能够得到社群成员强烈认同。

组织承诺是个体对组织持有的一种态度，是个体对组织在情感上的一种联系（Mowday et al., 1979；Mudrack，1989）。组织氛围与组织承诺之间的关系研究是组织行为学中的研究热点之一。学者们发现，组织氛围可以用来预期并创造有利的组织情景，进而提高成员对组织的承诺（Steers and Mottaz，1988）。DeCotiis 和 Summers（1987）的研究指出，组织中的结构、程序及组织氛围等特性能够预测成员的组织承诺。此外，组织氛围还可以通过影响成员的组织认同，进而影响成员的组织承诺（Smidts et al., 2001；Bergami and Bagozzi，2000）。品牌社群作为一个组织，同样存在社群成员对品牌社群的承诺。品牌社群承诺是指社群成员对品牌社群产生的情感上的依恋（Hur et al., 2011；Park et al., 2012）。大量研究表明，社群承诺能够促进社群成员对品牌的承诺和忠诚（Jang et al., 2008；Kim et al., 2008）。

结合上述分析，一方面，在线品牌社群的控制性氛围是一种基于社群成员的共同的价值观和共同利益，经过协商形成的一种控制方式，在一定程度上激发了成员的主动性，增强了成员对组织的归属感和责任感；另一方面，控制性氛围能够维护社群的正常运行，管治、净化交流空间，给成员提供一个安全、干净的交流环境。因此，控制性氛围能够对成员的品牌社群承诺产生积极影响。由此，提出以下假设;

H1：在在线品牌社群中，控制性社群氛围对品牌社群承诺具有正向作用。

2.3 社会资本

品牌社群是由对品牌具有共同兴趣和爱好的消费者聚集而成的关系网络，社群成员能够从中获得一定的资源和利益（王新新、薛海波，2010）。王新新等（2010）、周志民等（2011）和吕明军等（2014）将社会网络和社会资本理论引入品牌社群研究中。王新新和薛海波（2010）提出了“品牌社群社会资本”这一概念，认为在品牌社群中社会资本随自愿、互惠、信任和内部语言的增强而增强，将其定义为源自并镶嵌于品牌社群之中，能够给社群成员或整个社群带来信息和社会支持等利益，是社群成员或社群整体通过品牌社群关系网络可以动员的实际和潜在资源综合。周志民等（2011）将社会资本引入在线品牌社群研究中，认为品牌社群中的社会资本具有在线信任、成员责任、互惠规范和社群认同四个维度，并探讨了在线品牌社群社会资本的形成机制，以及社会资本对在线品牌社群承诺的促进作用。吕明军和梁文光（2014）证实了品牌社群社会资本对品牌忠诚的积极影响。本研究旨在探究在线品牌社群中的控制性氛围对社群关系的影响。根据现有的研究结果，在研究在线品牌社群的社会资本时，选择了能够反应社群成员与其他成员互动程度的两个维度——互惠规范和人际信任。

2.3.1 控制性社群氛围对社会资本的影响

在线品牌社群的一个主要功能就是为成员提供丰富的信息资源（Muniz and O’ Guinn，2001）。信息的价值、信息交流与共享的便利性和有效性直接影响着社群成员对社群的感知价值（Mathwick et al., 2008）。在线品牌社群中的控制性氛围为成员提供了一个值得信赖的环境，基于共同价值观形成的规范和制度（如禁止成员相互辱骂、删除恶性谣言、广告等）为社群成员的正常交流提供了保障。社群成员在长期的互动与交流中会形成一种朋友之情和同侪之谊，这种情谊逐渐形成社群成员之间的关系法则，如社会认同、互惠、信任等（王新新、薛海波，2010；周志民等，2011）。因此，在线品牌社群中的控制性氛围使得社群成员之间的人际信任和互惠规范得以加强。由此，提出如下假设：

H2：在在线品牌社群中，控制性社群氛围对成员感知的社会资本具有正向作用。

H2a：在在线品牌社群中，控制性社群氛围对成员之间的人际信任具有正向作用。

H2b：在在线品牌社群中，控制性社群氛围对成员之间的互惠规范具有正向作用。

2.3.2 社会资本对品牌社群关系的影响

人际信任使得成群成员彼此相信对方的善意，相信对方不会或较少出现机会主义行为（Ring et al., 1994），从而维系社群的长期发展。互惠规范是在线品

牌社群运行的根基，只有付出没有回报的行为无法保障在线社群成员关系的维系（Mathwick et al., 2008）。品牌社群认同是指社群成员将自己视为品牌社群的一员，从而拉近自己与其他成员的关系（Algesheimer et al., 2005）。研究表明，品牌社群的信息价值和社交价值影响着成员留在品牌社群中的意愿（Mathwick et al., 2008）。此外，在在线品牌社群中，基于成员之间的相互信任和互惠，社群成员共同创造和分享着能够和其他社群加以区分的符号标识，共享着品牌的意义和与品牌相关的历史故事。这些独特的标识和文化促进了成员对社群的认同（Muni and Schau，2005）。由此，提出如下假设：

H3：在在线品牌社群中，成员感知的社会资本对品牌社群认同具有正向作用。

H3a：在在线品牌社群中，成员之间的人际信任对品牌社群认同具有正向作用。

H3b：在在线品牌社群中，成员之间的互惠规范对品牌社群认同具有正向作用。

品牌社群承诺是指社群成员长期留在社群中的愿望（Moorman et al., 2008）。研究发现，消费者最初参与在线品牌社群的一个主要目的是获得消费者所需的关于产品和品牌的信息（Inkpen and Tsang，2005）。在线品牌社群能够提供产品使用和保养经验、不同产品的性能和价格比较、品牌意义和发展历史等信息，成员获取的信息称为工具性价值，此外社群成员还能获得相互交流和分享为主的情感性价值（薛海波，2012）。在在线品牌社群中，社群成员的工具性价值和情感性价值得到满足后，他们乐于与品牌社群保持联系，能够产生对品牌社群的承诺（Algesheimer et al., 2005）。由此，提出如下假设：

H4：在在线品牌社群中，成员感知的社会资本对品牌社群承诺具有正向作用。

H4a：在在线品牌社群中，成员之间的人际信任对品牌社群承诺具有正向作用。

H4b：在在线品牌社群中，成员之间的互惠规范对品牌社群承诺具有正向作用。

2.3.3 社会资本和社群认同的多重中介效应

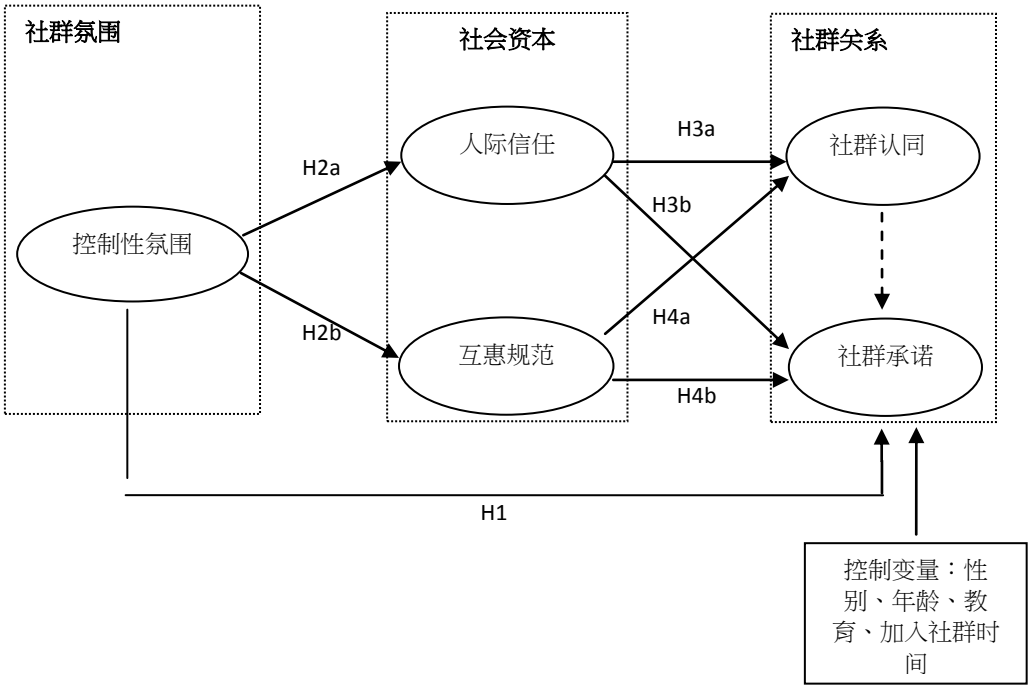
Fred（2003）和周荣辅等（2013）等学者认为组织氛围不会直接影响组织承诺，而是通过成员的心理资本、风险偏好等对组织承诺产生影响。基于前文文献回顾可知，社群氛围影响的是整个社群，而不仅仅是某个成员。社群成员在长期的互动和交流中形成朋友之情，社群成员基于这种情谊渐渐形成一定的关系法则，如关系和期待法则、人际信任等，这些关系法则深刻影响着社群成

员的态度和行为意愿。在线品牌社群中的控制性氛围为人际信任和互惠规范等关系法则提供了保障。成员之间的人际信任和互惠规范由促进了社群成员的社群认同感，进而形成社群承诺。

自变量与因变量之间存在着单一中介变量的中介效应是简单中介效应（Preacher et al, 2008）。若自变量与因变量之间同时存在多个中介变量，则称之为多重中介效应模型（柳士顺和林文轮，2009）。根据以上分析，本研究中的自变量控制性社群氛围与因变量社群承诺之间存在两个中介变量，因此，可以提出以下假设：

H5a：在在线品牌社群中，成员之间的人际信任和社群认同在控制性社群氛围与品牌社群关系之间具有多重中介效应。

H5b：在在线品牌社群中，成员之间的互惠规范和社群认同在控制性社群氛围与品牌社群关系之间具有多重中介效应



注：虚线为现有研究已经验证过的关系，本研究不再进行重复假设。

图 1 概念模型

3 研究方法

3.1 样本和数据收集

本研究通过专业网上调研平台“问卷星”（www.sojump.com）进行调研。在为期两周的数据收集阶段，共有 946 人填写问卷，通过系统（答案逻辑矛盾、填写时间少于 300 秒等）和人工（非品牌社群成员、填写的论坛非品牌论坛等）两种方式，共删除无效问卷 465 份。因此，本次调研共得到有效问卷 481 份，被试参与的在线品牌社群分别涉及手机（如：苹果、三星、小米、诺基亚等）、汽车（如：奥迪、宝马、本田、奇瑞等）、家电（如：海尔、TCL、联想、华硕等）、美容护肤（雅诗兰黛、兰蔻、宝洁、美宝莲等）、食品（如：可口可乐、酒仙、中粮、星巴克等）、服装（如：耐克、匡威、李宁、ONLY 等）和网络（58 同城、233 网校、大众点评、ELLE 等）等行业。被试的人口统计特征见表 1。

表 1 有效样本结构（*N*=481）

性别	年龄（岁）	加入社群的时间	学历
男性 54.5% 女性 45.5%	< 1 5 0 % 15-200.1% 21-2514.1% 26-3029.7% 31-4041.8% 41-5012.5% > 5 0 0 . 8 %	<6 个月 8.9% 6 个月-1 年 20.6% 1-2 年 29.5% 2-3 年 20.0% >3 年 21.0%	高中、中专及以下 2.7% 大专或本科 81.5% 硕士 15.0% 博士及以上 0.8%

3.2 问卷设计和测量

本研究主要包括在线品牌社群的控制性氛围、人际信任、互惠规范、社群认同和在线品牌社群承诺等 5 个核心变量，其测项均源自现有文献。开始测量核心变量之前，首先请被试填写其关注的某个品牌及品牌论坛的名称，并询问其是否是会员。本研究只将品牌社群的会员作为研究对象，并引入社群规模、社群历史、加入时间、性别、年龄、收入、教育等七个控制变量。品牌社群的控制性氛围反应了品牌社群被监管的程度，结合 LitwinandStringrt（1968）的组织氛围量表，采用 5 个测项测量。人际信任、互惠规范和社群认同是社群中成员具有的社会资本的三个维度。人际信任描述了成员之间相互信任的程度，采用 3 个测项（Pavlouetal.,2004；Mathwichetal.,2008）；互惠规范是指社群成员对互惠行为的信念，采用 2 个测项（Mathwichetal.,2008）；社群认同是指社群成员将自己视为社群一份子的程度，结合 Algesheimeretal.（2005）的研究采用 6 个测项。在线品牌社群承诺表达了社群成员希望与在线品牌社群保持厂里关系的意愿，结合 Mathwichetal.（2008）的研究，由 3 个测项测量。由于部分被访者

喜欢选择剧中的选项（如 5 级量表中的 3、7 级量表中的 4），未能真实反映其价值判断，因此本研究采用 6 点李克特量表（1 代表“完全不同意”，6 代表“完全同意”）（LeeandLings，2008）。

3.3 实证分析方法

本研究采用偏最小二乘法（PLS）检验对假设进行检验。PLS 作为一种的建模工具，常用于具有多个依赖的和独立的潜在构念之间的因果关系的模型（Mathwick 等,2008）。我们选择 PLS 方法而非传统的结构方程模型当中的 LISREL 或 AMOS 的原因有两点：（1）PLS 能轻而易举地测算出模型中所有构念的系数,而 LISREL 或 AMOS 则不能；(2)LISREL 或 AMOS 要求多变量的正态分布，但 PLS 对此并无要求。我们的模型包括多个因果变量，符合上述所有条件，所以选择 PLS 进行实证分析。

4 数据分析和结果

4.1 信度、效度检验

对路径模型进行分析之前，首先对测项模型的内部一致性信度、组合信度、收敛效度和判别效度等进行检验。如表 2、表 3 所示，所有构念的 Cronbach’sα 系数都在 0.70～0.91，说明每个构念都具有较高的内部一致性，适合做假设检验（Nunnaly，1987）；所有构念的组合信度（compositereliability，CR）值均在 0.76～0.93，高于 0.70，说明所有构念的组合信度都很高（FornellandLarker，1981）。

表 2 测项信度与效度

	因子载荷
控制性社群氛围（Cronbach’sα=0.79）	
在 X 品牌论坛中，会员发表不良内容会受到严格审核，有的甚至屏蔽	0.72
在 X 品牌论坛中，有许多规则要遵守	0.66
在 X 品牌论坛中，会员如果辱骂了别的会员，将会被警告或禁言	0.76
在 X 品牌论坛中，会员如果发布广告信息，通常将会被删帖	0.75
在 X 品牌论坛中，会员如果发布虚假信息，将会被警告或禁言	0.81
人际信任（Cronbach’sα=0.81）	
我会根据从 X 品牌论坛会员那里得到的建议作出重要的决定	0.81
通过网上交流，我认为 X 品牌论坛里的成员是诚实的	0.87
X 品牌论坛的会员有很高的可信性	0.88
互惠规范（Cronbach’sα=0.70）	
当我从 X 品牌论坛得到帮助，我会回馈或者帮助其他人	0.88
当 X 品牌论坛里的会员需要帮助的时候，其他会员会提供帮助	0.88
社群认同（Cronbach’sα=0.91）	
当我谈到 X 品牌论坛时，我通常是说“我们论坛”而不是“他们论坛”	0.80
我将自己视为 X 品牌论坛的一份子	0.84

X 品牌论坛的成功就是我的成功	0.88
表扬 X 品牌论坛就像表扬我一样	0.88
批评 X 品牌论坛就像批评我一样	0.85
我非常想知道别人是如何看待 X 品牌论坛的	0.760
品牌社群承诺（Cronbach'sα=0.85）	
品牌 X 论坛的关系对我来说很重要	0.88
我很在乎品牌 X 论坛的发展	0.88
与品牌 X 论坛的关系我打算长期维持下去	0.86
整体模型拟合:χ2（144）=555.26，χ2/df=3.86，p<.001；RMSEA=0.077,CFI=0.93，GFI=0.89;NNFI=0.91;IFI=0.93;AGFI=0.86。	

注：因子负荷由验证性因子分析计算而来。

根据验证性因子分析的结果，所有测项的因子载荷均处于 0.66～0.88，大于 0.5（Hulland，1999），且测量模型的拟合指数结果为：χ2（144）=555.26，RMSEA=0.077,CFI=0.93，NNFI=0.91，IFI=0.93，说明各个构念具有较好的收敛效度（见表 2）。判别效度通过比较平均方差萃取值的平方根与相应变量间相关系数的大少进行检验。如表 3 所示，所有构念的 AVE 值均处于 0.55～0.77，超过 0.5 的最低要求，且每个构念的 AVE 值的平方根均大于其与其他构念的相关系数（FornellandLarker，1981），说明具有很好的判断效度。

表 3 构念的描述性统计

变量	1	2	3	4	5
1.控制性社群氛围	**0.74***				
2.人际信任	.440*	**0.85***			
3.互惠规范	.701*	.454*	**0.88***		
4.社群认同	.685*	.464*	.721*	**084***	
5.品牌社群承诺	.748*	.401*	.685*	.774*	**0.87***
平均数	4.96	4.82	5.13	4.64	4.818
标准差	0.64	0.66	0.61	0.83	0.76
组合信度	0.86	0.89	0.87	0.93	0.91
平均方差析出（AVE）	0.55	0.73	0.77	0.70	0.76

注：*表示 *p*<.001（双尾检验）。对角线上的粗体数值为相应构念之 AVE 的平方根，每个平方根都大于其所在的行与列上的其他构念与其的相关系数

4.2 假设检验

运用 PLS 软件对模型进行假设检验，结果如表 4 所示：控制性社群氛围对成员的社群承诺的影响不显著（β=0.05，t=1.598，p>0.05），H1 不成立；控制

性社群氛围对人际信任（β=0.45，t=10.710，p<0.01）和互惠规范（β=0.49，t=12.567，p<0.01）均具有正向影响，说明 H2a、H2b 均成立；人际信任对社群认同（β=0.54，t=12.970，p<0.01）和社群承诺（β=0.29，t=5.829，p<0.01）均具有正向影响，H3a、H3b 得到支持；互惠规范对社群认同（β=0.27，t=6.374，p<0.01）和社群承诺（β=0.10，t=2.730，p<0.05）均具有正向影响，H4a、H4b 得到支持。此外，成员的社群认同对社群承诺也具有显著的正向影响（β=0.51，t=10.666，p<0.01）；社群规模、社群历史、加入社群时间、被试的年龄、性别、收入、受教育程度等控制变量对成员的社群承诺均不存在显著影响。

表 4 假设检验

假设路径	β	t 值
主效应		
H1:控制性社群氛围→社群承诺	0.05	1.598
H2a:控制性社群氛围→人际信任	0.45***	10.710
H2b:控制性社群氛围→互惠规范	0.49***	12.567
H3a:人际信任→社群认同	0.54***	12.970
H3b:人际信任→社群承诺	0.29***	5.829
H4a:互惠规范→社群认同	0.27***	6.374
H4b:互惠规范→社群承诺	0.10**	2.730
社群认同→社群承诺	0.51***	9.850
控制变量		
社群规模→社群承诺	0.026	1.147
社群历史→社群承诺	0.011	0.631
加入时间→社群承诺	0.010	0.494
性别→社群承诺	-0.041	1.753
年龄→社群承诺	-0.027	1.224
收入→社群承诺	-0.018	0.920
教育→社群承诺	-0.036	1.591

注　**p<.01（双尾检验）；***p<.001（双尾检验）。

4.4 多重中介效应检验

现有研究指出，当自变量与因变量之间存在多个中介变量时，就形成了多重中介效应模型，可具体分为并行多重中介、链式多重中介和复合式多重中介

三种（柳士顺、林文轮，2009）。若要检验社会资本和社群认同在控制性社群氛围与社群承诺之间的多重中介效应，需要满足以下条件（Andrews et al.，2004）:（1）自变量控制性社群氛围对社会资本（人际信任、互惠规范）、社会资本（人际信任、互惠规范）对社群认同有显著影响；（2）社群认同显著影响社群承诺；（3）控制性社群氛围对社群承诺具有显著影响；（4）当控制中介变量社会资本和社群认同时，如果控制性社群氛围对社群承诺的影响不再显著，则为完全中介效应；如果控制性社群氛围对社群承诺的影响减弱，但仍然显著，则为部分中介效应（BaronandKenny，1986）。

本文通过四个模型检验多重中介效应：在模型 M1 中只检验自变量控制性社群氛围到因变量社群承诺的关系路径，是主效应模型；模型 M2 中删除了自变量控制性社群氛围到因变量社群承诺的关系路径和自变量控制性社群氛围到社群认同的关系路径，是完全中介模型；模型 M3 是无中介模型，删除了自变量到中介变量之间的关系路径；模型 M4 为部分中介模型。模型 M1 的结果显示，控制性社群氛围对成员的社群承诺具有显著正向影响，满足条件（3）。模型 M2 验证了控制性社群氛围对社会资本（人际信任、互惠规范）与社会资本（人际信任、互惠规范）对社群认同的显著影响，满足条件（1）；同时验证了条件（2），即社群认同对社群承诺具有显著影响。条件（4）主要用于判断中介效应的程度。模型 M3 的结果显示，社会资本（人际信任、互惠规范）和社群认同降低了控制性社群氛围对社群承诺的影响，而且影响作用不再显著，说明社会资本（人际信任、互惠规范）和社群认同在控制性社群氛围与社群承诺之间具有完全中介作用，即 H5a、H5b 得到支持。

表 5 SEM 中介效应检验结果

	主效应 模型 M_1	完全中介 模型 M_2	无中介 模型 M_3	部分中介 模型 M_4
控制性社群氛围→社群承诺	0.426***		**0.05^{ns}**	**0.05^{ns}**
控制性社群氛围→人际信任		0.44***		0.45***
控制性社群氛围→互惠规范		0.49***		0.49***
人际信任→社群认同		0.54***	0.54***	0.54***
人际信任→社群承诺		0.29***	0.28***	0.29***
互惠规范→社群认同		0.27***	0.27***	0.27***
互惠规范→社群承诺		0.12**	0.10**	0.10**
社群认同→社群承诺		0.51***	0.51***	0.51***

4.5 竞争模型对比分析

为了进一步论证本文模型是否最优化，我们进行了竞争模型的对比分析。

竞争模型 M_a 不考虑控制性社群氛围到社群承诺的直接关系，竞争模型 M_b 把社群认同看作社会资本的一个维度，竞争模型 Mc 在竞争模型 M_b 的基础上增加了控制性社群氛围到社群承诺的直接关系（见图 2）。

对比各模型的拟合指数可以发现，模型 M_a 的拟合指标为：χ^2=554.30，df=144，P=0.000，χ^2/df=3.86，CFI=0.93，GFI=0.89，NFI=0.90,RMSEA=0.077，与本研究模型 M（χ^2=554.26，df=144，P=0.000，χ^2/df=3.84，CFI=0.93，GFI=0.89，NFI=0.90,RMSEA=0.077，）相比，模型 M_a 在增加了 1 个自由度（145-144）的情况下，χ^2 增加了 0.04（554.30-554.26），$\Delta\chi^2$=0.04 在 Δdf=1 时不具有统计显著性（P>0.05），说明模型 M_a 与本研究模型 M 的拟合度不存在显著差异，这与前面验证的社会资本（人际信任和互惠规范）与社群认同在控制性社群氛围与社群承诺之间具有完全中介效应的结论相一致。模型 M_b 和模型 M_c 的拟合指数如表 6 所示，表明模型拟合不够理想。因此，本文研究模型是拟合指标更理想的模型。

表 6 竞争模型拟合优度结果

	χ^2	df	χ^2/df	GFI	CFI	NFI	RMSEA
本研究模型 M	554.26	144	3.86	0.89	0.93	0.90	0.077
模型 M_a	554.30	145	3.82	0.89	0.93	0.90	0.077
模型 M_b	868.47	145	5.95	0.84	0.90	0.87	0.102
模型 M_c	868.21	146	5.99	0.84	0.90	0.87	0.102

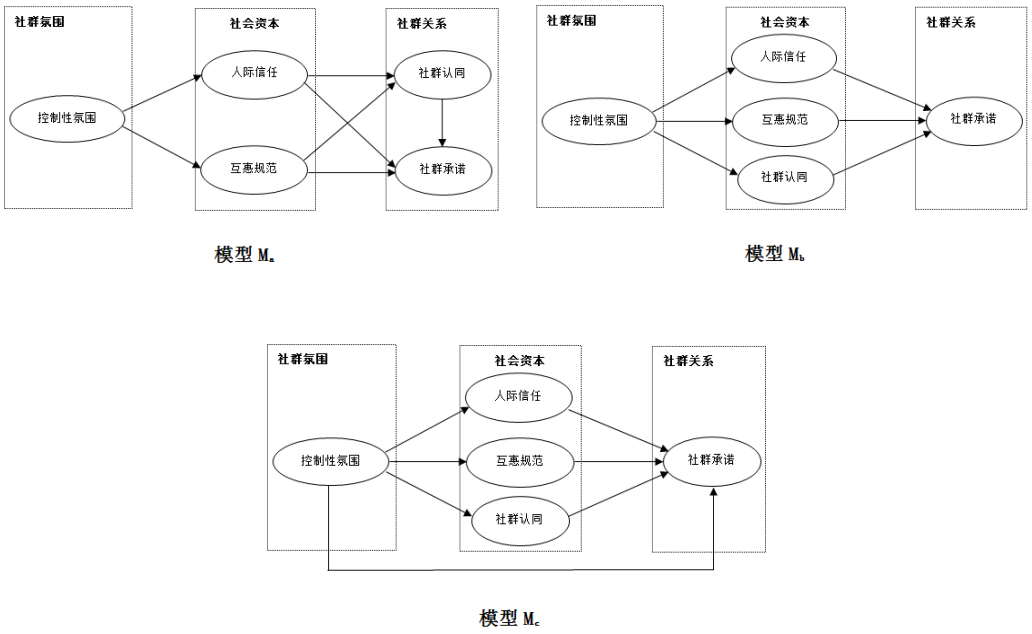


图 2 竞争模型

5 结论

5.1 研究结论

随着计算机网络的快速发展，在线品牌社群在品牌关系建设中起到了越来越重要的作用。如何培养在线品牌社群承诺成为了品牌研究的一个热点。组织行为学领域的研究证实，强调自由、平等的支持性组织氛围能够提升成员的组织承诺。但主张监控、限制自由的控制性组织氛围能否促进组织承诺呢？本研究基于协和控制视角，借鉴组织行为学理论，探究在线品牌社群的控制性氛围对社群承诺的影响机制，并引进了社会资本和社群认同两大中介变量，实现了对品牌社群的跨学科研究。

研究结果发现：（1）在线品牌社群的控制性氛围正向影响人际信任和互惠规范。基于协和控制，在线品牌社群中的控制性氛围为成员提供了一个值得信赖的环境，社群成员在长期的互动与交流中会形成一种朋友之情和同侪之谊，这种情谊促使社群成员之间产生了互惠、信任；（2）人际信任正向影响社群认同和社群承诺。人际信任使得成群成员彼此相信对方的善意，相信对方不会或较少出现机会主义行为。基于成员之间的相互信任，社群成员共同创造和分享着能够与其他社群加以区分的符号标识，共享着品牌的意义和与品牌相关的历史故事，这些独特的标识和文化促进了成员对社群的认同和承诺；（3）互惠规范正向影响社群认同和社群承诺。互惠规范是在线品牌社群运行的根基，只有付出没有回报的行为无法保障在线社群成员关系的维系。社群成员在社群中能够获得工具性价值和情感性价值，他们在与其他社群成员互动的过程中获得的各种价值能够提升其对品牌社群的认同和承诺；（4）社群认同对社群承诺有显著正向影响。品牌社群认同是指社群成员将自己视为品牌社群的一员，从而拉近自己与其他成员的关系，品牌社群承诺是指社群成员长期留在社群中的愿望。对品牌社群认同度高的成员希望能与其他成员建立长期、稳定的关系，而在线品牌社群是建立关系的平台，因此成员对社群的承诺也会很强；（5）社会资本（人际信任、社会规范）和社群认同在控制性社群氛围与社群承诺之间起到完全多重中介效应。在在线品牌社群中，控制性社群氛围对社群承诺不存在直接影响，而是通过社会资本（人际信任、互惠规范）和社群认同对社群承诺产生间接影响；（6）在控制变量中，社群规模、社群历史、加入社群时间、被试的年龄、性别、收入、受教育程度等控制变量对成员的社群承诺均不存在显著影响。

5.2 管理启示

研究结论对在线品牌社群管理具有以下启示：（1）营造控制性社群氛围。首先，要为社群成员创造一个文明、友好的交流平台，禁止成员乱发帖（如恶

意发布辱骂、散播谣言等)；其次，建立完善的奖励机制（如增加社群积分、提升成员荣誉等)，鼓励成员积极分享和互惠；（2）提升在线品牌社群的社会资本。首先，在信息交流的基础上，鼓励成员之间进行情感交流；其次，加强社群内容的趣味性和享乐性，如设置一些娱乐板块，或者组织线下娱乐活动；第三，完善论坛的交流功能，使互动即时化和生动化；（3）增强社群认同。如组织成员为社群起名字、设计标识、共同制定社群的行为规范等。

5.3 局限性及研究展望

本研究存在一些局限和不足：（1）对于在线品牌社群中社会资本的维度划分还没有达成共识，本研究只选择了其中的两个维度，是否还存在其他维度尚且有待考证；（2）由于量表的缺失，控制性社群氛围的测量直接照搬了组织氛围的文献，二者还是存在一定的区别，能否直接照搬测量有待考证。今后可在以下方面开展进一步研究：（1）除了社会资本，在线品牌社群的控制性氛围还可能通过其他变量对社群承诺产生影响，如信息的可靠性、社群体验等；（2）基于社会网络变量（如中心性、结构洞、连带强度等）视角对在线品牌社群进行研究；（3）基于控制管理理论，研究在线品牌社群中如组织公民行为等对品牌社群的影响，丰富品牌社群理论体系。

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买还是不买？——线上评论对消费者购买行为的影响研究

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摘要

线上零售商对消费者做出购买决定后又终止购买的行为困惑不已。以往的研究未能明确指出在购买决策的特定阶段哪些因素会影响线上购买或终止购买。本研究基于线上评论文本内容特征，采用关键事件法（CIT）探索购买和终止购买的影响因素。不仅识别出了商家服务、内容的可信度、联想性线索等前人未曾识别的因素，而且发现购买和终止购买的影响因素是不同的。深入研究还发现，产品类型的不同使得各因素对购买或终止购买行为的影响也不同。这些结论的启示在于，线上零售商在满足促成消费者购买的影响因素时，不可忽视导致其终止购买的影响因素。另外，经营不同产品时要注意不同的影响因素。本研究为线上评价体系的设计与管理提供了有针对性的决策支持，对于促进消费者从购买意向阶段向实际购买行为转化、降低店铺转换率提供了启示。

关键词　线上评论　购买行为　线上购买　终止购买

一、引言

网购消费者在购买商品时通常会先浏览商家提供的价格、销量、产品功能介绍等信息，如果对这些产品信息满意并且有购买意向，接下来会阅读其他消费者的产品评论，帮助其作出购买决策。因此，从购买过程来看，消费者评论对潜在消费者的最终购买起到了至关重要的作用。经常会有一些消费者对产品本身已经非常满意了，甚至已经选好了颜色、尺寸等具体的购买目标，然而却在支付前的最后一刻放弃了。那么，究竟评论中的哪些因素会对购买或终止购买产生何种影响呢？什么样的评论会促使消费者购买，什么样的评论又会导致其终止购买呢？二者的影响因素是否相同呢？满足了购买的影响因素是否会自然地避免终止购买呢？

前人研究认为可以通过线上评价体系中的星级评价预测商家的销售结果，但这些研究却得出了相互矛盾的结论（Chen, Wu, and Jungsun 2004; Chevalier and Mayzlin 2006; Dellarocas, Xiaoquan, and Awad 2007; Duan, Gu, and Whinston 2008）。这表明星级评价的诊断性和预测能力值得质疑（Liu 2006）。也有学者认为线上评论的“来源效应”会影响其他消费者的购买决策（Brown and Reingen

1987; Wilson and Sherrell 1993; Forman, Ghose, and Wiesenfeld 2008），但鉴于线上评论者身份信息的不确定性，“来源效应”对消费者购买决策的帮助并不是很大。

另外，一些电子商务网站和研究（Mudambi and Schuff 2010）关注“有用性”投票机制对消费者购买行为的影响，但这种全然依靠人工判断的效用评价机制很难准确而及时地将真正有价值的评论呈现给消费者。上述研究虽然在一定程度上有助于揭示消费者的决策过程，却没有解释为什么很多消费者对网站提供的产品信息都很满意，但最后还是终止购买了。近年来，很多研究却发现线上评论文本内容因包含大量消费者对产品的主观评价，因而对潜在消费者的购买决策（Mudambi and Schuff 2010; Schindler and Bickart 2012; Ludwig et al. 2013）和商家的零售绩效（Chevalier and Mayzlin 2006）有很大影响。消费者很可能因为阅读了评论中的某句话或某个方面而购买或放弃购买了某商品。可见，浏览评论阶段不仅对潜在消费者购买决策起关键作用，也关系到线上店铺转换率的高低。因此线上评论中消费者购买或者终止购买的影响因素值得深入研究。前人研究虽然总结了一些线上评论文本内容特征，但针对浏览评论这一关键阶段，对购买和终止购买影响因素的对比研究却十分有限。另外，消费者在购买不同种类的商品时，对信息的需求和搜索也是不同的。那么，消费者在做出购买或终止购买的决策时，是否也会因产品类别的不同而不同呢？这也是本研究要回答的问题。

因此，本研究的目的是通过识别购买和终止购买的影响因素，进而检验二者的影响因素是否相同。具体而言，首先分别识别出购买和终止购买的影响因素，从而构建一个关于二者关系的分类框架。其次，检验购买和终止购买的影响因素是否相同。最后，验证产品类别对购买和终止购买的影响是否存在差异。为解决这些研究问题，本研究采用关键事件法（CIT，Flanagan 1954）这一技术。如果评论中购买与终止购买的影响因素相同，那么营销者只需提供影响消费者购买的因素，终止购买的影响因素自然就会被消除了。如果二者的影响因素不同，则说明满足了购买的影响因素未必会自然地避免终止购买的影响因素，因而要对二者的影响因素同时关注。

本研究以下部分的构成为：研究一，识别线上购买与终止购买的影响因素，建立影响因素的分类框架，并检验二者的影响因素是否相同。研究二，验证产品类型的调节作用是否成立。最后，解释并讨论结果以及本研究的理论意义、实践意义和研究局限。

二、 研究一：线上购买与终止购买影响因素研究

(一) 基于线上评论的购买决策影响因素文献述评

线上消费者评论因其是产品使用者发表的对产品的真实体验而被认为是比商家的产品介绍和专家评论更可靠的信息来源（Liu 2006）。基于线上评论影响因素的研究，前人主要从星级评价、信源、“有用性”投票机制和文本内容特征这几个方面进行。星级评价的研究不仅得出了不一致的结论（Chen, Wu, and Jungsun 2004; Chevalier and Mayzlin 2006; Dellarocas, Xiaoquan, and Awad 2007; Duan, Gu, and Whinston 2008），而且由于这种评价通常是正负两个评价极端的一种折中反映，很难体现评论者对产品的真正评价，因而对消费者的决策过程可能产生误导（杨铭等 2012）。信源的研究主要涉及评论者的特点，如评论者的可信性（Connors, Mudambi, and Schuff 2011; Chen and Xie 2008; Hu, Liu, and Zhang 2008）和身份公开程度（Hu, Liu, and Zhang 2008）。但线上评论匿名性的本质，使消费者经常难以获得评论者真实的个人信息，这在很大程度上降低了信源的诊断性。

线上评论影响因素的另一个识别角度是通过一些电子商务网站（如Amazon.com）的“有用性”投票机制。但由于并不是所有的消费者都会对有用性进行投票，而且这种评价机制需要一段时间来获得消费者的累积有用性投票，因此会导致一些真正将有价值的评论不能及时呈现给消费者。

根据信息经济学的研究，信息和不确定性有紧密的联系（Nelson 1970），消费者使用线上评论的主要原因正是为降低不确定性，从而使决策过程更容易。而线上评论文本内容不仅包括消费者对产品的客观描述，而且包含大量可能影响消费者态度的情感线索（Cohen et al. 2008），这些线索有助于提高信息的诊断性和消费者的决策效率，因而成为近年来研究的重点。现有关于文本内容的影响因素主要是从内容和文体两个进行研究的（见表1），但所识别出的影响因素仍不全面。另外，一些对购买决策起关键作用的影响因素可能仍没有被挖掘出来，例如商家的服务态度是否令人满意、物流的时间是否可以接受、评论内容是否可信等。

表1 基于线上评论文本内容的购买决策影响因素

维 度	因 素	来 源
内 容	评论长度	Weimer, 2007
	与主题的相关性	Weimer, 2007
	信息的丰富性	Liu et al., 2007
	条理清晰性	Liu et al., 2007
	平均句长	郝媛媛等, 2010

	评论的深度	Mudambi and Schuff, 2010
	感知与评论者的相似性	Connors, Mudambi, and Schuff, 2011
	评论的效价	Forman, Ghose, and Wiesenfeld, 2008; Connors, Mudambi, and Schuff, 2011
	感知评论者的门知识	Schindler and Bickart, 2012
文 体	客观描述与观点价	郝媛媛等, 2010
	正负情感混杂	郝媛媛等, 2010
	主客观表达方式混杂度	郝媛媛等, 2010
	标题的情感倾向	郝媛媛等, 2010
	文体的正式程度	Schindler and Bickart, 2012
	拼写与语法正误	Schindler and Bickart, 2012
	俚语与幽默的使用	Fraley and Aron, 2004
	情感词的使用	Schindler and Bickart, 2012
	第一人称代词的使用	Schindler and Bickart, 2012
	谦虚语气	Schindler and Bickart, 2012
	按时间顺序陈述事件	Schindler and Bickart, 2012

（二）数据收集与结果分析

1．被访者与数据收集过程

本研究选择关键事件法识别线上评论文本内容中消费者购买或不购买的影响因素。关键事件法是一种探索性研究设计，用于识别导致某些结果的事件或行为，它在确认一些结论的同时，强调一些新发现（Deshpande 1983）。关键事件法已被成功运用在零售和服务领域的许多研究中，目的是为管理者和学者提供研究的重大发现（Bitner, Booms, and Mohr 1994; Keaveney 1995; Kelley, Hoffman, and Davis 1993）。本研究邀请了415名全部具有网购经历的大学生以回忆的形式仔细描述最近一次线上购买和终止购买的经历。首先，由经过培训的调研员向被访者解释本研究中购买与终止购买的含义及需要回答的问题。这里将购买解释为对产品进行了结算，完成了原计划的交易。需要回答的问题包括该次购物距离现在的时间、购物网站、购买的产品、对自己有影响的评论、产生影响的原因及阅读这些评论时的感受等。对于终止购买的购物经历，我们采用相同的过程。本研究中的终止购买是指消费者放弃了在某店铺购买商品，没有完成原计划的交易。

每位被访者的作答时间为45-60分钟。在整个过程中，调研员对被访者的疑问进行解答。对于一些不明确的内容，调研员通过事先记录下来的被访者的名字和电话进行了确认。本研究共回收了453份样本，历时3个月。删除18份写作不认真、内容不切题的样本，最后共有435份样本于文本分析。其中男生占42%，女生占58%。

2. 数据分析

在数据分析的第一阶段，根据已有研究，总结出基于线上评论文本内容的

影响因素（见表1），并进行分类。前人研究共发现了21个影响因素，可以归为2个维度：内容因素和文体因素（Schindler and Bickart 2012）。将该分类体系作为后续编码的基本框架。第二阶段，使用Nvivo10.0软件进行内容分析，根据文本内容识别出消费者购买的影响因素。根据Lincoln和Guba（1985）的研究，我们挑选两位熟悉网购和线上评论的研究者对数据进行独立分类，过程如下：首先提取文本内容中消费者购买的影响因素，并进行归类。如果出现了分类框架中没有的新因素，那么则把新因素提取出来并置于相应的维度之内。然后两位研究者共同对分类进行比较和讨论，消除不一致，最后形成一致和统一的分类。第三阶段，对消费者终止购买的影响因素进行分类。使用购买的影响因素分类框架对终止购买的影响因素进行分类，其分类过程与上一阶段的过程相同。

3. 结果

（1）购买的影响因素

通过关键事件法，识别出了消费者购买的影响因素（见表 2）。本研究不仅证实了前人研究中提到的影响因素，而且还发现了一些新因素。但是前人研究中提到的语法、不同类型评论所占比例、与主题的相关性、程度词的运用、标题的情感倾向、拼写与语法正误、俚语与幽默的使用、谦虚语气和按时间顺序陈述事件这 9 个因素在本研究中并未发现。

表2 购买的影响因素分类

因素	关键因素的次数[a]	所占关键因素百分比[a]	所占关键事件百分比[b]
内容因素	**1044**	**70%**	
正面评论	293	20%	68%
商家服务	135	9%	31%
评论深度	89	6%	21%
物流评价	82	6%	19%
感知与评论者的相似性	68	5%	16%
信息的丰富性	64	4%	15%
内容的可信性	60	4%	14%
联想性线索	55	4%	13%
平均句长	52	3%	12%
与选择标准的相关度	50	3%	12%
评论长度	33	2%	8%
有图有真像	33	2%	8%
信息的一致性	19	1%	4%
条理清晰性	10	1%	2%
感知对评论者的信任	1	0%	0%
与主题相关性	0	0%	0%
文体因素	**445**	**30%**	
客观描述与观点评价	215	14%	5%
主客观表达方式混杂	106	7%	24%

正负情感混杂	67	5%	15%
文体的正式程度	54	4%	12%
第一人称代词的使用	1	0%	0%
程度词的运用	0	0%	0%
标题的情感倾向	0	0%	0%
拼写与语法的正确性	0	0%	0%
俚语与幽默的使用	0	0%	0%
语气谦虚	0	0%	0%
按时间顺序陈述事件	0	0%	0%
总次数	**1489**	**100%**	

[a] 关键因素指的是在关键事件中识别出的具体因素。大多数被访者在一个关键事件中识别出多个因素。

[b] 关键事件指的是被访者讲述的故事。对于购买的经历，共有435个关键事件。百分比之和大于100是因为对于每一个购买经历，消费者识别出多个因素。

另外，本研究新发现了8个购买的影响因素，包括商家服务、物流评价、内容的可信性、联想性线索、与选择标准的相关度、有图有真相、信息的一致性、感知对评论者的信任（见表3）。其中，内容的可信度是指消费者感知评论内容的真实性。联想性线索是指消费者根据评论的某个方面展开一些自己与产品之间关系的联想，从而对产品质量进行判断。与选择标准的相关度是指评论中所提及的内容是否恰好与自己的选择标准相符。有图有真相是指产品使用者除了文字评论外，还附上了体验产品的真实图片。信息的一致性是指消费者进行购买决策所浏览的评论对产品作出评价的一致性程度。

表3 新发现的购买影响因素及代表事件

因 素	代表性事件
商家服务	有条评论让我印象很深刻，一位顾客在评论中说：“感谢您送上的笑容，让我心情很愉快”。这条评论对我触动很大，笑脸很普通，但这代表的是卖家的心意，意思是希望您购物愉快，这表明商家很细心，所以我最后选择了在他这购物。
物流评价	评论中关于物流是这样说的：“我昨天下午拍的，今天下午就到了，物流太给力了”。物流对我来说很重要，并不一定马上要用，但是就想马上拿到手。物流如果慢了，会影响我收货时的心情，那种对商品的新鲜感就没有了。
内容的可信性	对产品描述详细以及带有购买者切身感受的评论很真实、客观、不虚伪，会让我很信服，会吸引我。比如对枕头的这样一条评价“无论是仰卧，侧卧都会很舒服，感觉整个头部和颈部都被柔软地托起来。枕头没有异味。能完整地贴合头颈”。
联想性线索	评论中提到该产品和创富康效果一样，因为使用过创富康，感觉不错，所以猜想此产品也会很好，所以就购买了。
与选择标准的相关度	在网购书时有这样一条评论：“纸张印刷看着很舒服，绝对的正版书”。这条评论促成了我这次购买，因为我非常在意书的纸张及印刷效果，如果拿到手的书太粗糙，我就不想再看了。这条评论符合我的要求。
有图有真像	买家除了有文字评论，还附上了自己穿上所购商品的照片。要知道，仅凭卖家所提供的模特实物图是不够的，因为模特在特定条件下，穿什么都好看，这就给买

	家造成了一定误区，所以买家附上照片更真实、更有说服力，我更加放心。
信息的一致性	浏览了多条评论都说裤子不会掉色，实物颜色与图片上的颜色一致，没有色差，我便放心购买了。
感知对评论者的信任	评价说“这款商品的内里绒很亲肤，贴身穿保暖又舒服，只不过均码只适合瘦一点的人，希望卖家考虑生产加大码的裤子”。我觉得一般这样提建议的买家肯定不是托，而且买家明显有二次购买的想法，感觉选择这件不会错，最后就买了。

（2）终止购买的影响因素

本研究以购买的影响因素为框架对终止购买的影响因素进行编码。例如，如果谈及到内容可信，导致了终止购买，那么就将这一事件归于“内容的可信性”这一与购买相同的因素中。如果终止购买的影响因素在编码框架中未曾提及，则作为新的影响因素置于相应的维度下。最终，本研究新发现8个终止购买的影响因素（见表4），分别为商家服务、联想性线索、物流评价、与选择标准的相关性、内容的可信性、信息的一致性、有图有真像和感知对评论者的信任，与新发现的购买的影响因素相同。

表4 终止购买的影响因素分类

因素	关键因素的次数[a]	所占关键因素百分比[a]	所占关键事件百分比[b]
内容因素	**658**	**66%**	
负面评论	374	37%	91%
商家服务	116	12%	28%
联想性线索	101	10%	24%
物流评价	59	6%	12%
评论深度	50	5%	14%
与选择标准的相关度	39	4%	9%
感知与评论者的相似性	33	3%	8%
内容的可信性	32	3%	8%
信息的一致性	34	3%	8%
平均句长	30	3%	7%
评论长度	25	2%	6%
有图有真像	22	2%	5%
信息的丰富性	13	1%	3%
感知对评论者的信任	2	0%	0%
条理清晰性	0	0%	0%
与主题相关性	0	0%	0%
文体因素	**346**	**34%**	
客观描述与观点评价	171	17%	41%
主客观表达方式混杂	130	13%	31%
正负情感混杂	36	4%	9%
文体的正式程度	45	4%	11%
程度词的运用	9	1%	2%
标题的情感倾向	0	0%	0%
第一人称代词的使用	0	0%	0%
拼写与语法错误	0	0%	0%

俚语与幽默的使用	0	0%	0%
谦虚语气	0	0%	0%
按时间顺序陈述事件	0	0%	0%
总次数	**1004**	**100%**	

[a] 关键因素指的是在关键事件中识别出的具体因素。大多数被访者在一个关键事件中识别出多个因素。

[b] 关键事件指的是被访者讲述的故事。对于终止购买的经历，共有435个关键事件。百分比之和大于100是因为对于每一个购买经历，消费者识别出多个因素。

表5 终止购买的影响因素及代表事件

因 素	代表性事件
负面评论	有条评论说："用了之后头发特别干，之前有一瓶我是在正品店里买的，两个味道不太一样，用过之后的效果也不同。建议各位MM不要买了，我后悔死了，退货吧，还嫌麻烦，认了吧。以后注意就行了。"因为对这个产品质量的评价不好，所以我决定不在这家买了。
商家服务	有条评论说："买回来后，尺寸不相符，而且明明商家尺寸不均匀，还不退货，因此只得换大一点的，商家态度不好，来回邮费还要由消费者出"。看了这样的评论我就不想买了，万一我买的尺寸不合适，商家不给退换货，会很麻烦的。
评论深度	"里面需要衬衣服穿，不然料子穿起来身体不舒服。颜色没有图片上那么显洋气，不能水洗，越洗越变形，原本的蝙蝠袖最后洗得不能穿。我162cm，50kg穿起来有点大，不太合身，洗完更显大，不值这个价位。"这条评论说得很详细，让我对产品有全面的了解，使我最终放弃了购买。
物流评价	有条评论说东西的性价比不高，但重点是物流，说"物流太慢了，20多天才到"，要是那样的话，我对东西的新鲜劲儿早没了，所以决定不买了。
感知与评论者的相似性	由于我要买的是胖MM穿的牛仔裤，有些评论是购买过大码女牛仔裤的MM发的，很贴近我们彼此的要求，所以对我影响很大。最深刻的评论说"弹力小，胖女孩儿穿上会运动不开，容易把裤子绷坏，而且显得臃肿。"既然有其他显瘦的裤子，何必选择这款，所以就放弃了。
信息的丰富性	该评论涵盖了很多内容，关于睡衣的舒适度、色差、褪色、掉毛以及商家的态度、物流，而且还有截图。全面的评价让我决定放弃购买。
内容的可信性	该评论是使用产品之后进行评价的，虽然购物很失败，但语气还是很平和，这让我觉得此评论不是在故意抹黑这个产品，感觉比较真实，所以最后放弃了购买。
联想性线索	一条印象深刻的评论说："需干洗"。我现在是学生，而且住校，校里是没有免费干洗的，这对于我来说造成了不便和不经济，所以我决定放弃购买这件衣服。
平均句长	评论太简短了，大多都是简单的一个"好"字，或"一般"，"还行"，这样的评论说得都很笼统，没有关键内容，让人怀疑其可信度，所以不买了。
与选择标准相关	有条评论中说："速度慢，态度差"，这是我最不能接受的两个问题。买主最后给了差评。一般情况下是不会轻易给差评的，只有在非常不满意时才会差评，所以不买了。
评论长度	我在购物时喜好看较长的评论，如果在一篇字数较多的评论中，通篇都在说这件商品有多不好，我就有理由放弃该商品了。例如有条评论说："这件衣服与图片严重不符、又短又小、与图片有色差，实在让人很难接受。想退货，老板还

	不给退，且态度十分不好。”我就不打算购买了。
有图有真相	“衣服的实物和图片差得太明显”，买家还附上了穿这件衣服的实物图，真的和商家提供的图片有差异。这是我打消购买念头的重要原因。
信息的一致性	“包包有股怪味、没有图片上的好看、看似很不结实”，像这样的评论有许多，所以只好放弃。
感知对评论者的信任	“我是一名家长，想给女儿买一双棉鞋，但拿到货发现鞋很薄。孩子们还是别买了”。我觉得家长都是本着对孩子负责的态度来买鞋的，所以感觉这条评论更可信。
客观描述与观点评价	评论说：“洗衣服的时候，镶钻的地方会有脱落”。（客观描述） “做工太差、像地摊货、有异味、太小了，快递慢”。（观点评价）
主客观表达方式混杂	印象深刻的一条评价说：“整体一般，货到的比较晚，有掉毛现象，而且外面摸起来很扎手，实物并不像图片看上去那么厚，有色差，一分钱一分货，给个中评。”我觉得这样的评论更能影响我，因为它客观、真实，所以我决定放弃了这件商品。
正负情感混杂	追加的评论里有这样一条：“鞋子很漂亮，但是穿了一段时间有点儿不保暖。”鞋子的评价有好有坏，更客观，所以我终止了购买。
文体的正式程度	“不合脚，走路把脚磨出了水泡，就穿了不到一天。”这条评论语言朴实，能够反应购买者的心声。
程度词的运用	印象最深的一条是：“这双靴子让我很不开心，是最糟糕的一次网购了。完全不值这个价。看在卖家态度不错给我调换了，给个好评吧”这条评价是看在卖家态度给的好评，而且说是“最糟糕”的一次，所以我放弃了这双靴子。

（3）购买与终止购买影响因素差异性验证

本部分的目的是验证购买与终止购买的影响因素是否存在差异。为此，我们对购买与终止购买影响因素的频数和比例采用配对样本T检验进行差异性分析。结果发现，购买和终止购买影响因素出现的频数有显著差异（$t=-2.094$，$P<0.05$），这表明从整体上来看，购买与终止购买的影响因素是不相同的。购买和终止购买影响因素出现的比例也有显著差异（$t=-3.064$，$P<0.05$），这表明购买与终止购买的影响因素间的重要程度也是不同的。

4. 讨论

正面评论或负面评论、客观描述与观点评价、商家服务、和主客观表达方式混杂在购买和终止购买的影响因素中所占比例均较高。这一结果表明评论效价对促使消费者购买或终止购买的影响最大。另外，对客观描述与观点评价这一因素进行深入分析发现，关于产品和评论者的观点评价所占比例最高，表明线上消费者主要依赖产品使用者的主观评价来判断产品的质量。

商家服务在购买和终止购买的影响因素中不仅所占比例较大，而且是一个新发现的影响因素。其在前人研究中之所以没有作为一个独立因素，可能是因为多数研究都是以发展较成熟的国外电子商务网站为例，其线上服务质量已被视为与产品质量同等重要的方面而存在于商家的经营理念中。相比之下，本研究所涉及的国内电子商务网站所提供的线上服务还存在很多缺陷，因此成为了影响消费者购买行为的一个重要因素。在文本分析过程中，很多消费者提及他

们通过商家的服务态度来判断该店铺产品的质量。可见，线上零售业服务质量的提升有助于消费者形成积极的产品印象。主客观表达方式混杂这一因素的比例表明主观评价与客观描述相结合的评论较有说服力，对消费者的影响也较大。

前人研究发现的拼写与语法的正确性、标题的情感倾向、俚语与幽默的使用、谦虚语气和按时间顺序陈述事件这几个因素并未在本研究中发现可能是因为前人研究多采用英文评论作为文本分析对象，其语言的特点使得上述几个因素在英文评论中有影响，而在本研究所使用的中文评论却没有影响。与主题的相关性是前人基于对论坛内容的研究发现的，或许不适用于本研究所采用的第三方网站中的消费者评论。程度词的运用在购买的影响因素中没有影响，但在终止购买影响因素中却有影响，可能是因为消费者对过分夸赞的好评持怀疑态度，但对带有极端情绪的负面评论却不忽视。

商家服务，物流评价、内容的可信性、联想性线索、与选择标准的相关度、有图有真相、信息的一致性和感知对评论者的信任是前人研究没有识别出来的、对消费者实际购买行为产生不同程度影响的新因素。具体而言，物流评价是消费者衡量商家服务质量的一个重要标准，它会间接地影响消费者对产品的印象。因此应该考虑与更加高效的物流公司合作，避免潜在消费者的流失。内容可信性因素表明真实、可靠的线上评论可以提高评论的诊断力，对消费者的购买行为产生影响。联想性线索为评论的阅读者营造了一种临场感（Biocca and Delaney 1995），这种临场感能够使消费者产生一种仿佛正在使用该产品的想象，从而帮助其更好地进行决策。另外，联想性线索在终止购买影响因素中所占比例（10%）大于在购买影响因素所占比例（4%），通过分析文本内容发现，这些联想性线索通常与感知风险紧密相连，而感知风险是影响消费者线上决策的一个重要因素（Chu and Li 2008; Forsythe and Shi 2003）。与选择标准的相关度这一因素表明如果其他消费者的产品使用经历恰好是潜在消费者所关注的，那么这样的评论能够增加消费者决策的信心。有图有真相因素说明在评论中增加有说服力的评论辅助性证据可以提高评论的可信性和诊断力，从而对消费者产生更大的影响。信息的一致性因素说明产品使用者的共识在很大程度上证明了产品的质量，能够帮助消费者提高决策效率。感知对评论者的信任因素表明消费者有能力从评论内容中识别出产品使用者的体验是否真实，虚假评论未必会有生存空间。

二、 研究二：产品类型调节作用的验证

（一） 文献综述

Copeland（1924）根据消费者的购物习惯以及搜索产品时所付出的努力程度，最早正式提出了产品分类模式：便利品、选购品和特殊品（Murphy and

Enis 1986）。 但是这种基于物理努力的产品分类方法不再适用于网络购物情境（Girard and Dion 2010）。Nelson（1970,1974）延伸 Stigler（1961）的信息经济学理论，考虑不同形态的产品属性如何影响消费者的搜寻行为，将产品分为搜寻性产品和体验性产品，之后修正为产品具有搜寻属性和体验属性。在此基础上，Darby 和 Karni（1973）进一步提出第三种产品属性，即信任属性，并将其定义为消费者即使在使用后也无法验证的特性。基于线上购物的特点及现有线上零售业对产品类型的研究（Mudambi and Schuff 2010;Huang, Lurie, and Mitra 2009），本研究将产品类型分为搜寻品和体验品。搜寻品是指在购买前消费者有能力获得关于产品质量信息的产品，不需要样品或购买该产品。体验品是指需要样品或购买才能评价产品质量的产品，对其主要属性需要进行更加主观的评价和比较。

前人研究认为消费者信息搜寻成本的一个关键因素是产品类型，搜寻品和体验品的差异导致消费者对信息的需求也不同（Mudambi and Schuff 2010）。Senecal 和 Nantel（2004）的研究结果表明，与购买搜寻品相比，购买体验品的消费者会更加依赖于他人的推荐。Zhou 等（2007）的研究也指出，消费者对不同类型商品的感知风险存在差异，与搜寻品的负面评论相比，消费者对体验品的负面评论的感知风险更高。可见，产品类型的差异所带来的对信息需求的不同很可能对消费者的购买行为产生不同的影响。

（二）数据分析及结果

本部分的研究目的是验证消费者在购买不同类型产品时，购买或终止购买的影响因素是否相同。我们将研究一的结果分成4组，即2（购买vs.终止购买）×2（搜寻品vs.体验品），分别比较四组频数及比例的差异。采用配对样本T检验，对购买和终止购买搜寻品与体验品影响因素的频率分别进行检验，结果表明，购买搜寻品和体验品影响因素的频数有显著差异（$t=-2.746$，$P<0.05$），终止购买搜寻品和体验品影响因素的频数也有显著差异（$t=-2.745$，$P<0.05$）。这表明当产品类别不同时，消费者购买或终止购买的影响因素是不同的，购买体验品的影响因素要比购买搜寻品的影响因素多，同样，终止购买体验品的影响因素要比终止购买搜寻品的影响因素多。

对购买和终止购买搜寻品与体验品影响因素的比例分别进行检验，结果表明，购买搜寻品和购买体验品影响因素的比例没有显著差异（$t=0.459$，$P>0.1$），终止购买搜寻品和终止购买体验品影响因素的比例也没有显著差异（$t=-0.23$，$P>0.1$），这表明购买的影响因素间重要程度和终止购买的影响因素间的重要程度都不因产品类型而有所不同，不论是购买搜寻品还是体验品，其影响因素都是同等重要的，同样，不论终止购买的是搜寻品还是体验品，其影响因素也都是同等重要的。

（三）讨论

本研究检验了产品类型对于购买和终止购买影响因素的影响是否存在差异。结果验证了产品类型的调节作用，即当产品类型不同时，购买或终止购买的影响因素是不同的，购买或终止购买体验品的影响因素比购买或终止购买搜寻品的影响因素多。这表明消费者在购买或终止购买体验品时，会考虑更多的线上评论中的影响因素来做出购买决策。至于各个影响因素间的重要程度，产品类型却没有起到调节作用，即不论是体验品还是搜寻品，消费者购买或终止购买的影响因素都是同等重要的。

三、结论

（一）研究结论

本研究通过关键事件法识别了购买和终止购买的影响因素，并验证了二者的影响因素是否相同及产品类型的调节作用是否存在。根据以上分析，得出如下结论：

首先，本研究新发现了8个购买和终止购买的影响因素，分别为商家服务、物流评价、内容的可信度、联想性线索、与选择标准的相关度、有图有真相、信息的一致性、感知对评论者的信任。

其次，从总体上看，购买和终止购买的影响因素是不同的。具体而言，“条理清晰性”和“第一人称代词的使用”对购买有影响，但对终止购买没有影响，而“程度词的运用”对终止购买有影响，但对购买没有影响，其余购买和终止购买的影响因素均相同。另外，购买和终止购买影响因素间的重要程度是有差别的。具体表现为：对于评论效价而言，“负面评论”对于终止购买的影响比“正面评论”对于购买的影响大，这与前人研究认为负面评论比正面评论的影响力更大（Chatterjee 2001; Dellarocas 2003）是一致的。同样，“商家服务”对终止购买的影响大于对购买的影响，这说明商家服务好，消费者未必买，但服务不好很可能不买。另外，“联想性线索”对于终止购买的影响占到了10%，但对于购买的影响却仅占4%，这也表明了着一因素通过感知风险对消费者所起的作用。最后一个比例变化较大的影响因素是“主客观表达方式混杂”，它对于终止购买的影响大于对购买的影响，可见，既有主观感受又有客观描述的评论对于消费者决定放弃购买的影响更大。

最后，购买或终止购买的影响因素因产品类型的不同而有所不同。购买或终止购买体验品比购买或终止购买搜寻品的影响因素多。购买或终止购买体验品和搜寻品影响因素间的重要程度没有差别，即无论购买或终止购买体验品还是搜寻品，各个影响因素都是同等重要的。这一结论表明，相比经营搜寻品的

线上零售商，经营体验品的零售商应该考虑评论中更多的影响因素，而对于同时经营搜寻品和体验品的零售商而言，对于评论中的影响因素应给与同等的关注。

（二）理论贡献与实践意义

首先，本研究首次将线上购买与终止购买的影响因素进行比较，所得出的结论为后续研究分别探索二者的影响因素提供了依据。

其次，关键事件法所识别出的新的影响因素丰富了对线上购买决策过程线索诊断的研究，对消费者的决策过程有了更加清晰的认识。

最后，本研究为线上零售店铺的管理者有针对性地管理并设计评价体系提供了借鉴。在满足了消费者购买的影响因素的同时，不可忽视导致消费者终止购买的影响因素。可以鼓励或奖励消费者发表高质量的评论，尤其是对于正面评论而言，真实的、基于个人体验的主观评价能够促使消费者产生购买行为、减少有杀伤力的负面评论，从而降低店铺转换率。

（三）研究局限与未来研究展望

本研究所采用的关键事件法，是让被访者以回忆的形式描述以往购物时印象深刻的评论，由于被访者不能完全还原当时的评论，这在某种程度上影响了客观性。另外，本研究只识别出了购买和终止购买的影响因素，但因素间究竟是怎样的关系并没有深入探索。未来研究可以继续探讨这些因素间的关系及他们是如何交互地影响购买和终止购买行为的。

产品类型的调节作用也可作为未来研究的一个有趣方向，有利于线上评价体系的管理者从纵向和横向的角度有效地管理和调整线上评论。例如，从纵向角度看，探明某类商品调节作用的具体形式可以启示决策者是否有必要关注评论的情感效价，如果有必要，哪种情感效价的评论应该被主要关注。从横向角度看，当企业混合经营不同类型的商品时，探明调节作用的具体形式可以帮助决策者了解线上评论影响力大的商品，从而在资源有限的情况下，优先关注和管理此类商品。因此，深入研究产品类型的调节作用具有现实的指导意义。

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虚拟社区成员自我概念一致性对网络购物意向的影响研究

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摘要

该文以虚拟社区成员为研究对象，自我概念一致性为起点，沉浸体验为中介，对网络购物意向的影响进行了实证分析。研究表明，真实自我概念一致性与沉浸体验、网络购物意向负相关，理想自我概念一致性与沉浸体验、网络购物意向正相关；沉浸体验与网络购物意向正相关，且其愉悦维度的影响最大；沉浸体验在虚拟社区成员自我概念一致性对网络购物意向影响中的部分中介作用得到验证。

关键词：虚拟社区成员；自我概念一致性；沉浸体验；网络购物意向

1 引言

当今社会，越来越多的消费者通过消费行为塑造自身形象。因此，在购买产品时，消费者不仅仅关注产品的物理和功能属性，而且更注重其象征意义。自我概念一致性理论认为。消费者偏爱那些产品形象与自我概念一致性的品牌。随着网络购物的兴起，虚拟社区成为商家凝聚人气、增强线上消费者体验的有效渠道。虚拟社区成员在此进行信息交流、经验分享和共同学习，当成员感知到自我概念与品牌个性相一致时，易沉溺于虚拟社区活动，处于忘我状态，产生沉浸体验。

沉浸体验对购物意向有着显著影响，而有关自我概念一致性、沉浸体验和购物意向的关系研究较为匮乏，但已有些学者通过实证研究表明自我概念一致性并不直接影响购物意向。在虚拟社群的时代，虚拟社区经营者如何通过营销等手段促进成员的购物行为？鉴于此，以虚拟社区成员为对象，自我概念一致性为起点，对沉浸体验与网络购物意向的传导路径进行实证分析，对现有理论做浅薄的补充并对虚拟社区经营者提供有益的指导。

2 文献回顾

2.1 虚拟社区

较早对虚拟社区内涵进行界定是 Rheingold（1993），他在专著《The Virtual Community》中对虚拟社区内涵作出如下解释：多个人组成的群体借助互联网

平台进行彼此沟通，长期持续在平台进行充分讨论，进而彼此认识、彼此关怀、共享知识和信息， 在累积了一定的感情基础后，便在网络上形成一个虚拟化的社区[1]。随后，各个不同领域的学者对此开展研究，虽然不同学科研究的差异导致对虚拟社区内涵的理解也存在偏差。但是，这些概念之间仍然存在共同点：聚集的群体，共同的兴趣爱好，网络平台，社会化的人际关系等。在思考以往学者的研究成果后，本文将虚拟社区界定为：互联网背景下，拥有共同的兴趣爱好、价值观或者目标一致的一群人通过网络这个平台聚集在一起进行信息分享、经验交流、沟通与互动，形成类似现实中的人际关系的社区。

2.2 自我概念一致性

自我概念是一个多维度的复杂概念，基于对自我整体的一种感知及评价展开，且具有灵动和动态的特征。Sirgy 将自我概念分成四个维度，即现实自我（actual self），理想自我（ideal self），社会自我（social self），理想的社会自我（ideal social self）[2]。品牌个性也称为品牌人格，是一组与品牌相关的人格特质[3]，是消费者对品牌的拟人化，与消费者的人格特质密切相关。品牌个性如同人格特质一样，具有长期的稳定性，但是人格特质来自于文化、家庭、社会阶层等，而品牌个性却是由企业营销所塑造和消费者对品牌的拟人化所赋予的[4]。

Sirgy(1997)提出自我概念一致性是指消费者关于自我的整体感知评价与品牌形象互动过程中形成的主观评价[5]。自我概念一致性是自我概念与品牌个性相互匹配的结果，品牌个性刺激消费者有关自我概念的记忆，因而本研究将根据自我概念的维度来划分自我概念一致性。国外众多学者的研究中都将自我概念分成了真实自我概念和理想自我概念进行研究（Ekinci et al.2008；Kwak&Kang，2009），因此，本研究参照众多研究的研究方法，将自我概念一致性分成真实自我概念一致性和理想自我概念一致性。

2.2 沉浸体验

Mihaly Csikszentmihalyi 学者最早在 1975 年提出了沉浸理论（Flow Theory），该理论的核心概念就是“Flow Experience”，最初是运用于心理学研究，后来被大量引用到消费行为的研究中。随后，Csikszentmihalyi（1975）提出沉浸体验中挑战与技术间动态平衡的模型，和后来被修正成为的四频道沉浸体验模型，以及 Massimini & Carli（1988）提出的八通道模型成为后来研究沉浸体验构成维度的基石。Lu（2009）通过感知愉悦、专注、感知控制和好奇来测量沉浸体验。本研究借鉴相关学者的研究成果，将沉浸体验划分为愉悦、身心专注和时间扭曲三个维度进行研究。

2.3 网络购物意向

网络购物意向是顾客在未来进行网络购买行为的可能性或者概率，其较好

地预测了顾客真实的购物行为。顾客购买行为是一个顾客行动及购买决策相统一的过程。网络购物行为涉及了信息技术、消费者态度、行为意向等，在对态度、行为意图、信息技术等变量关系的研究中，技术接受模型(TAM)得到了最广泛的运用。钟凯等（2013）的研究中将网络购物意愿作为单维度变量来研究感知价值与网络购物意愿的关系[6]。本研究在借鉴相关研究结果的基础上，采用单维度来衡量网络购物意向。

3 模型构建和研究假设

3.1 模型构建

品牌个性是品牌拟人化的特征。消费者在做出购买决策时总会情不自禁的将自我的个性与品牌个性进行比较，即自我概念与品牌个性的匹配过程。当消费者的自我概念与产品属性的概念相匹配时，能激发消费者对产品积极的态度，进一步引发购买行为（Birdwell，1968；Sirgy，1982）。但是，自我概念一致性可能间接影响购买意愿的产生；近年来体验营销理论认为消费者愉悦而舒适的体验是产生购买意向的前提；当消费者感知到自我概念与品牌个性相一致时，有助于消费者全身心投入，处于忘我状态中，抛弃一切与当前活动无关的任何事物，用自身逻辑思路引导身体各项技能而非意识，并在此过程中产生愉悦和舒适的体验。Hosany&Martin(2012)的研究提出自我概念一致性对顾客体验产生重要的影响[7]。因此，这表明自我概念一致性和消费者的体验有着密切的关联；而在网络背景中，沉浸体验是非常重要的体验，作为影响网络购物意向的重要因素进行研究。鉴于此，本研究在综合第二章对相关文献总结归纳的基础上，认为购买意愿与沉浸体验、自我概念一致性间都存在联系，目前较少研究将三者之间的关系厘清。因此，在此背景下，本研究将对象锁定在虚拟社区成员，构建自我概念一致性对网络购物意向的影响模型，以沉浸体验为中介，并提出本文的研究理论模型：

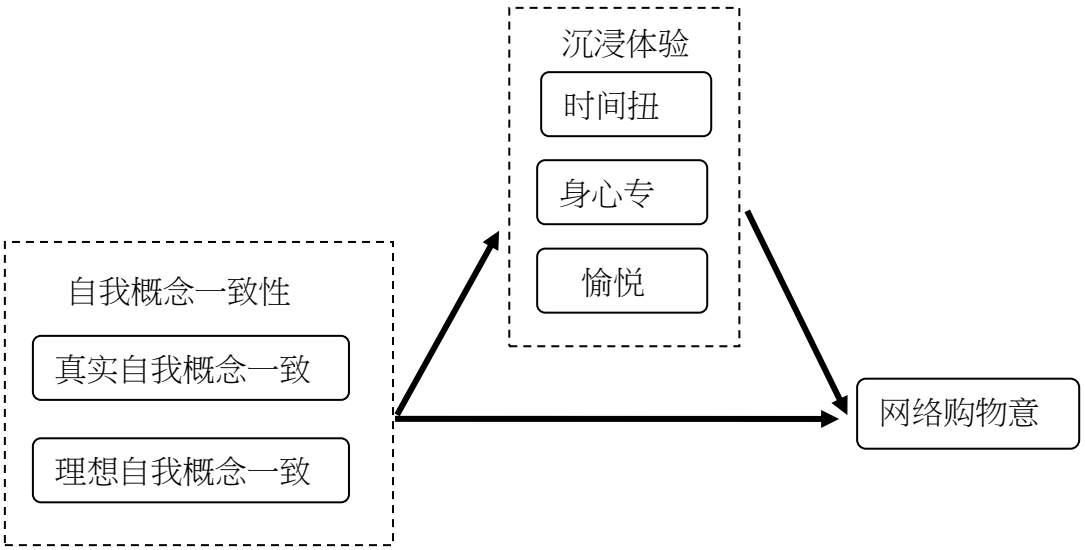

图 3-1 研究模型

3.2 研究假设

3.2.1 自我概念一致性与网络购物意向

Hong 等（1991）比较了不同场合（即公共和私下）情境中理想自我概念和真实自我概念对消费者品牌选择的影响，结果表明在公共场合品牌选择受到理想自我概念的影响更大，而在私下场合中受真实自我概念影响更大。Quester（2000）比较了功能性产品和象征性产品对购买决策的影响，研究证明真实自我概念对功能性产品选择影响较大，理想自我概念对象征性产品选择的影响较大。Kang et.al(2012)顾客态度和再次购买意向影响因子的研究中，以咖啡店为背景，证明了自我概念一致性是属于其中一个影响因子[8]。

因此，虚拟社区成员的自我概念一致性会对网络购买意向产生的影响。基于此，本文提出如下理论假设：

H1 虚拟社区成员真实自我概念一致性与网络购物意向负相关；

H2 虚拟社区成员理想自我概念一致性与网络购物意向正相关；

3.2.2 自我概念一致性与沉浸体验

个体在高度内在动机指引下，对活动的参与具有高度的兴趣并完全投入到这一情境中，全神贯注且从中获得愉悦的一种短暂的无意识状态，即沉浸体验。当自我概念与品牌个性相一致时，会唤起成员的兴趣、 愉悦、喜欢、自豪等情绪；因而，成员会将更多的注意力投身到参与的活动中，并且享受这一过程，在虚拟社区环境下则表现为集中精力，增强参与虚拟社区的愉悦感，因此更容易进入沉浸体验状态。Koh&Kim(2003)对虚拟社区感展开的相关研究中，将虚拟社区感划分为了成员感、影响力和沉浸感，而沉浸感是指虚拟社区成员在网络活动中，沉溺于某项活动的一种状态，且这种沉浸感在虚拟社区成员中经常出现。Hosany&Martin（2012）的研究证明真实和理想自我概念一致性在影响游客体验中起到关键作用，游客自我概念和其他游客形象高度一致性与刺激的、兴奋的、享受的和兴奋的游客体验有关[7]。兰龙耀（2012）在自我概念一致性效应的研究中，提出可以尝试将体验作为中介变量，研究自我概念一致性对消费者行为的影响。由此可见，自我概念一致性与沉浸体验是有关联的。

因此，本研究针对虚拟社区成员自我概念一致性与沉浸体验间的关系提出如下理论假设：

H3 虚拟社区成员真实自我概念一致性与网络沉浸体验中的时间扭曲负相关；

H4 虚拟社区成员真实自我概念一致性与网络沉浸体验中的身心专注负相关；

H5 虚拟社区成员真实自我概念一致性对网络沉浸体验中的愉悦负相关；

H6 虚拟社区成员理想自我概念一致性与网络沉浸体验中的时间扭曲正相关；

H7 虚拟社区成员理想自我概念一致性与网络沉浸体验中的身心专注正相关；

H8 虚拟社区成员理想自我概念一致性对网络沉浸体验中的愉悦正相关；

3.2.3 沉浸体验与网络购物意向

成员参与虚拟社区活动主要是寻求产品信息、获得消费经验、信息技术支持等。因此，虚拟社区成员是否会产生购买意愿并采取行动很大程度上取决于自身的心理变化、技术的支持以及自身产品知识的程度等因素。一方面，虚拟社区成员的浏览网站过程是一个“时间感”过程，而沉浸体验意味着注意力集中、完全投入，这就导致了“时间感”的丧失（Ghani & Deshpande，1994）；另一方面，沉浸体验产生时，消费者大多是心理处于愉悦状态，即“购物愉悦感”，这也是影响虚拟社区成员购物决策的重要因素（Forman & Sriram，1991）。因此，对于虚拟社区成员来讲，在网站中进行浏览时，良好的体验特别是达到沉浸状态容易吸引住他们的注意力，让他们感觉到时间的丧失从而促使其慢慢产生购买意愿。韩超群，杨水清，曹玉枝（2012）认为相对于传统信息技术用户而言，在移动信息服务中，用户的沉浸体验会对其行为意愿产生影响[9]。

因此，本研究针对虚拟社区成员的沉浸体验与网络购物意向之间的关系，提出如下理论假设：

H9 虚拟社区成员的沉浸体验中的时间扭曲与网络购买意向正相关；

H10 虚拟社区成员的沉浸体验中的身心专注力与网络购买意向正相关；

H11 虚拟社区成员的沉浸体验中的愉悦与网络购买意向正相关；

3.2.4 沉浸体验的中介效应

Hosany&Martin(2012)的研究中提出自我概念一致性对顾客体验产生重要的影响。鉴于之前的假设可知，虚拟社区成员自我概念一致性对网络购买意向有重大影响，当消费者感知到自我概念与品牌个性相一致时，有助于消费者全身心投入，处于忘我状态中，抛弃一切与当前活动无关的任何事物，用自身逻辑思路引导身体各项技能而非意识，并在此过程中产生愉悦和舒适的沉浸体验；而沉浸体验又与网络购买意向相关。因此，本研究认为沉浸体验是虚拟社区成员自我概念一致性对网络购物意向影响的中介变量，但是，虚拟社区成员自我概念一致性对网络购物意向并不是完全通过沉浸体验，沉浸体验可能只是起到部分中介作用。

因此，本文提出如下理论假设：

H12 虚拟社区成员真实自我概念一致性对网络购物意向的影响通过沉浸体验的中介作用；

H13 虚拟社区成员理想自我概念一致性对网络购物意向的影响通过沉浸体验的中介作用；

3.3 变量测量

本研究对自我概念一致性量表的设计主要借鉴了 Sirgy et al.,的相关研究方法[10-11]。研究采用了预先设定的一组形容词，这组形容词包括了形象特征，具有代表性。研究采用相关形容词测量受访人员对于自我概念和品牌个性的认知，然后根据得分情况计算品牌个性和自我概念的差值，最后汇总结果得出总体差异。此外，对网络虚拟社区成员的沉浸体验量表的设计主要参考了廖成林，龚小艳等（2012）等人的相关研究[12]，对网络购物意向量表的设计主要参考了 Pedersen(2003)，Hsu(2007)等相关研究[13]。

3.4 数据收集

本研究选择苹果园论坛作为研究对象。手机品牌是具有一定代表性，不仅在现实生活中被广泛使用，而且它还能消费者带来其他的附加值，如表达子自我个性等。由于现在众多消费者都使用苹果手机，对苹果园论坛较为熟悉，这在一定程度上减轻调查的难度，保证调查的准确性。本研究共发放 420 分问卷，有效的样本数据为 356 份，回收率为 85%。

3.5 分析方法

本文将采用多元线性回归的方法，对虚拟社区成员自我概念一致性、沉浸体验与网络购物意向之间关系建立回归模型来验证，并在此基础上初步验证沉浸体验在虚拟社区成员自我概念一致性对网络购物意向的中介作用。

4 数据分析

4.1 信度分析

本研究采用 Cronbach α 信度系数来衡量问卷题项的稳定性，结果如表 4-1 所示。从表中可以看出，本研究中各变量维度的 Cronbach α 值都大于 0.7，说明量表具有较高的内部一致性，符合研究需要。

表 4-1 各变量信度分析

变量类别	变量维度	项目个数	Cronbach α 系数		
			维度	变量	总体
自我概念一致性	品牌个性	13 个	0.807		
	真实自我	13（2 个干扰项）	0.838	0.842	0.816

	理想自我概	13（2 个干扰项）	0.825		
沉浸体验	愉悦	4	0.780	0.726	
	注意力集中	3	0.817		
	时间扭曲	2	0.785		
网络购买意向	网络购买意向	4	0.853	0.853	

4.2 效度分析

本研究首先需要对各量表相关性进行检验，本研究采用 SPSS19.0 对变量的相关性进行检验，结果如表 4-6 所示。从表中可以看出各变量的 KMO 值均大于 0.7，Bartlett 球度检验对应的 P 值都为 0.000，表明量表适合做因子分析。

表 4-2 变量 KMO 和 Bartlett 球度检验

		真实自我概念量表	理想自我概念量表	品牌个性量表	沉浸体验量表	网络购物意向量表
KMO 值		0.727	0.703	0.751	0.776	0.761
Bartlett's Test of Sphericity Approx	Sig.	0.000	0.000	0.000	0.000	0.000

同时，对涉及的变量采用主成分分析法，提取特征值大于 1 的因素，采用最大方差旋转法（Varimax）进行正交旋转，通过探索性因子分析可知，所积累解释方差百分比都超过 60%。随后，研究使用 Lisrel8.7 统计软件分别对自我概念一致性、沉浸体验和网络购物意向所涉及的变量进行验证性因子分析。根据验证性因子分析输出的结果显示，模型的相关变量拟合指标（df、χ^2、^{2}/df、NNFI、CFI、RMSEA、PNFI）均达到理想水平，可靠性强。

4.3 基于多元线性回归的假设检验

4.3.1 虚拟社区成员自我概念一致性对网络购物意向的回归分析

根据本文的研究假设，对虚拟社区成员自我概念一致性与网络购物意向进行回归分析，回归分析结果如表 4-3 所示。由显著性概率值及 t 值大小可知，回归方程拟合效果较好。

表 4-3：虚拟社区成员自我概念一致性对网络购物意向的回归系数表

模型 1-1	未标准化系	标准化系	t	Sig

		数		数		
自变量	因变量	B	标准误 差	Beta		
常量	网络购物意向	9.764	.315		25.703	.000
真实自我差异（真实自我概念与品牌个性的差异）		.835	.316	.156	2.960	.028
理想自我差异（理想自我概念与品牌个性的差异）		-1.397	.230	-.295	-3.826	.006

由模型 1-1 可知，真实自我概念与品牌个性的差异和理想自我概念与品牌个性的差异这两个变量都进入最终模型。数据显示：第一，真实自我概念与品牌个性之间的差异程度与网络购物意向成正相关，也就是说真实自我概念与品牌个性之间的差异越大，网络购物意向更强，即真实自我概念一致性与网络购物意向负相关；第二，理想自我概念与品牌个性之间的差异程度与网络购物意向负相关，也就是说理想自我概念与品牌个性差异越小，网络购买意向越强，即理想自我概念一致性与网络购物意向正相关。第三，理想自我概念一致性对网络购物意向的影响比真实自我概念一致性来得强。

4.3.2 虚拟社区成员自我概念一致性对沉浸体验的的回归分析

根据本文的研究假设，下面对虚拟社区成员自我概念一致性与沉浸体验进行回归分析，回归分析结果如表 4-4 所示。由显著性概率值及 t 值大小可知，回归方程拟合效果较好。

表 4-4：虚拟社区成员自我概念一致性对沉浸体验的回归系数表

模型 1-2		**未标准化系数**		**标准化系数**	**t**	**Sig**
自变量	因变量	B	标准误 差	Beta		
常量	愉悦	11.370	.315		24.794	.000
真实自我差异（真实自我概念		1.707	.526	.291	3.549	.003

与品牌个性的差异）						
理想自我差异（理想自我概念与品牌个性的差异）		-1.923	.230	-.306	-3.904	.007
模型 1-2		**未标准化系数**		**标准化系数**	**t**	**Sig**
自变量	因变量	B	标准误 差	Beta		
常量	注意力集中	10.542	.307		26.538	.000
真实自我差异（真实自我概念与品牌个性的差异）		1.660	.511	.267	3.491	.006
理想自我差异（理想自我概念与品牌个性的差异）		-1.883	.229	-.282	-3.745	.002
模型 1-2		**未标准化系数**		**标准化系数**	**t**	**Sig**
自变量	因变量	B	标准误 差	Beta		
常量	时间扭曲	12.495	.356		24.794	.000
真实自我差异（真实自我概念与品牌个性的差异）		1.841	.577	.324	3.826	.006
理想自我差异（理想自我概念与品牌个性的差异）		-2.128	.264	-.388	-4.114	.007

由模型 1-2 可知，真实自我概念与品牌个性的差异和理想自我概念与品牌

个性的差异这两个变量都进入最终模型。数据显示：第一，真实自我概念与品牌个性之间的差异程度与沉浸体验的愉悦、注意力集中和时间扭曲成正相关，即真实自我概念一致性与沉浸体验的愉悦、注意力和时间扭曲负相关；第二，理想自我概念与品牌个性之间的差异程度与沉浸体验的愉悦、注意力和时间扭曲负相关，即理想自我概念一致性与沉浸体验、注意力和时间扭曲正相关。第三，理想自我概念一致性对沉浸体验的的愉悦、注意力和时间扭曲影响比真实自我概念一致性来得强。

4.3.3 沉浸体验对网络购物意向的回归分析

根据本文的研究假设，下面对虚拟社区成员自我概念一致性与沉浸体验进行回归分析，回归分析结果如表 4-5 所示。由显著性概率值及 t 值大小可知，回归方程拟合效果较好。

表 4-5：沉浸体验对网络购物意向的回归系数表

模型 1-3		**未标准化系数**		**标准化系数**	**t**	**Sig**
自变量	因变量	B	标准误 差	Beta		
常量	网络购物意向	8.541	.229		21.633	.000
愉悦		.642	.074	.403	4.213	.002
注意力集中		.568	.057	.376	3.804	.005
时间扭曲		.684	.071	.455	4.459	.001

由模型 1-3 可知，愉悦、注意力集中和时间扭曲这三个变量都进入最终模型。数据显示：第一，愉悦与网络购物意向正相关；第二，注意力集中与网络购物意向正相关；第三，时间扭曲与网络购物意向正相关。由标准化系数绝对值大小可知，时间扭曲对网络购物意向的影响强度最大，其次依次为愉悦和注意力集中。

4.3.4 加入沉浸体验后，虚拟社区成员自我概念一致性对网络购物意向的回归分析

依据上文所述的中介效应验证方法，至此本文已经完成前三步的回归分析，回归结果表明假设均被接受。在此基础上，本文进行将第四步检验，当中介变量——沉浸体验整合加入回归模型时，若沉浸体验对网络购物意向仍然有显著影响，而网络购物意向对虚拟社区成员自我概念一致性各维度的回归系数却明显降低或者变得不显著时，沉浸体验的中介效应成立，分析回归分析结果

如表 4-6 所示。

表 4-6：沉浸体验中介效应回归系数

模型 1-4		**未标准化系数**		**标准化系数**	**t**	**Sig**
自变量	因变量	B	标准误差	Beta		
常量	网络购物意向	1.764	.263		6.755	.000
真实自我差异（真实自我概念与品牌个性的差异）		.749	.280	.134	2.660	.037
理想自我差异（理想自我概念与品牌个性的差异）		-1.511	.217	-.292	-3.145	.003
愉悦		.623	.064	.362	4.172	.017
注意力集中		.514	.051	.318	3.644	.021
时间扭曲		.661	.068	.375	4.244	.016

根据模型 1-4 的数据，对比模型 1-1，1-2，1-3 可知，沉浸体验在模型中发挥部分中介作用，自我概念一致性各个维度对网络购物意向的影响明显减弱。具体来说，加入沉浸体验后，（1）真实自我概念与品牌个性的差异与网络购物意向的显著性下降（$p<0.01$ 下降为 $p=0.037<0.05$），因此真实自我概念一致性通过影响沉浸体验的中介作用来影响网络购物意向，且为部分中介作用。（2）理想自我概念与品牌个性的差异与网络购物意向的显著性下降（$p=0.006<0.001$ 下降为 $p=0.003<0.001$），因此理想自我概念一致性通过影响沉浸体验的中介作用来影响网络购物意向，且为部分中介作用。综上，沉浸体验的介入使得自我概念一致性与网络购物意向之间的显著性降低，即沉浸体验在自我概念一致性与网络购物意向之间发挥部分中介效应，假设得到支持。

5 结论与启示

5.1 结论

第一，真实自我概念一致性与网络购物意向成负相关，理想自我概念一致性与网络购物意正相关；且与真实自我概念一致性相比，理想自我概念一致性对网络购物意向的影响强度更大。这一结论不仅验证了虚拟社区成员自我概念一致性对网络购物意向存在影响，而且在很大程度上揭示了理想自我概念与品牌个性越一致的虚拟社区成员更容易产生网络购物意向。

第二，真实自我概念一致性与沉浸体验的愉悦、注意力集中和时间扭曲负相关，理想自我概念一致性与沉浸体验的愉悦、注意力集中和时间扭曲正相关；并且理想自我概念一致性对沉浸体验的影响比真实自我概念一致性来得强。

第三，沉浸体验的愉悦维度对网络购物意向的影响最为强烈，其次是注意力集中和时间扭曲。由此可知，沉浸体验是影响网络购物意向的重要维度，虚拟社区成员在沉浸体验中获得的情感投入、全神贯注、兴奋愉悦的状态有利于刺激网络购物意向的产生。

第四，沉浸体验在虚拟社区成员自我概念一致性对网络购物意向影响中的中介作用。虚拟社区成员自我概念一致性对网络购物意向影响通过沉浸体验的中介作用已经得到验证，这一结论不仅在某种程度上进一步肯定了沉浸体验的中介作用，而且揭示了自我概念一致性影响网络购物意向的路径。

5.2 营销启示

5.2.1 注重品牌个性塑造，提高品牌知名度

品牌个性是品牌拟人化的特性，它体现了消费者对品牌的整体感知。而品牌个性与企业的品牌战略及营销战略又密切联系，因此，虚拟社区经营者要注重品牌个性的塑造，根据目标成员的特性及需求，打造匹配的、鲜明的、符合虚拟社区成员需求的品牌个性，并不断进行调整和完善，同时重视提高品牌知名度。

5.2.2 提高自我概念一致性，促进沉浸体验的产生

本研究验证了沉浸体验作为中介作用的影响。因此，为了实现虚拟社区经营者的目标，促进沉浸体验的产生是达到目的最有效的手段之一。虚拟社区经营者必须深化对成员自我的理解，分析成员参与虚拟社区的实际动机，通过虚拟社区广告、公关等营销手段帮助虚拟社区成员清晰地认知自我概念，并将自我概念与品牌个性进行比较，提高成员自我概念一致性的程度，激发成员愉悦的情绪，引导成员全神贯注投入到虚拟社区活动，建立良好的互动，促进沉浸体验的产生，引发网络购物意向的产生。同时，由于沉浸体验的作用，成员在

参与虚拟社区的过程中，通过信息共享、技术支撑、情感归属等进一步建立成员与虚拟社区的连接，与此同时也提高成员与虚拟社区的粘性。

5.2.3 采取积极主动的措施，激发网络购物意向

虚拟社区经营者为了实现经营目标，激发虚拟社区成员网络购物意向就必须采取积极主动的措施，设计丰富的虚拟社区活动，吸引成员的注意力，使得成员沉浸到虚拟社区中。同时，虚拟社区经营者可以通过广告宣传、公关活动、赞助营销等方式在成员心中树立良好的品牌形象，在传递功能性价值的同时注重其象征价值，促进成员自我概念一致性的匹配程度。除此之外，虚拟社区经营者必须提供丰富且具有时效性的信息，创造流畅的线上互动，促使成员进入身心专注和愉悦的状态。

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非目标消费群体品牌使用行为对目标消费者品牌态度的影响

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摘要

目标市场是企业进行营销决策和资源投入的重要依据。但市场是复杂多变的，品牌的真实消费群体会有意无意地偏离其目标消费群体。非目标群体使用该品牌，是否也会影响到目标消费者对品牌的评价，现有研究并没有明确的答案。基于此，本文将非目标消费群体区分为渴望群体、中性群体和规避群体三类，并基于品牌稀释的视角利用实验法研究非目标消费群体的品牌使用行为对目标消费者品牌态度的影响，并得出以下结论：（1）不同类型的非目标消费者的品牌使用行为对目标消费者品牌态度的影响不同：当品牌的目标消费者见到渴望群体在使用该品牌时，并不会影响自己的品牌态度；而见到规避群体或者中性群体在使用该品牌时，会降低自己对品牌的评价；（2）自我建构调节品牌的目标消费者对品牌的评价：依赖自我建构的消费者见到渴望群体在使用属于自己群体的品牌时，会保持对于品牌的评价，而见到规避群体或者中性群体时，会降低自己的品牌态度；而独立自我建构的消费者在见到渴望群体使用自己群体的品牌时，会提升对于品牌的评价，而见到中性群体或者规避群体时会保持自己的品牌态度

关键词：品牌稀释；目标市场；参照群体；自我建构；品牌态度

The effects of no-target consumers brand usage on target consumers brand attitude

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ABSTRACT

Markets make marketing decisions with the analysis of target market. Thanks to the fact that the market is of complexity and change, the real consumer group of specific brand may be inconsistent with its target group. And the existing research doesn't give accurate answer to the problem that whether the non-target's brand usage will affect the original consumers' evaluation of the brand. To resolve this question,

This paper analysises the effects of no-target consumers brand usage on brand attitude from the perspective of brand dilution with an experiment, and the results indicate that:(1)different kinds of no-target consumers brand usage have different effects in the brand attitude of target consumers: the brand consumption of aspiration group doesn't affect target consumers' brand attitude, while neutral group and dissociative group have negative effects on consumers' brand attitude; (2)and self-construct moderates the effects: for target consumers of interdependent self-construal, neutral group and dissociative group's brand usage will bring negative effects on their brand attitude, while aspiration group doesn't; for target consumers of independent self-construal, aspiration group's brand usage has positive effects on their brand attitude, while other out-group doesn't.

Keywords： Brand Dilution； Target Market； Reference Group； Self-Construal；Brand Attitude

一 引言

清晰明确的目标消费者（或者目标市场）是企业进行营销的基础。现有研究主要是基于企业层面探讨目标市场的价值，认为明确合理的目标市场可以帮助企业有效节约营销资源，实现营销价值的最大化（科特勒 2012），但从消费者层面探讨非目标消费群体使用该品牌是否会对目标消费者的品牌态度产生影响，现有研究尚属空白。因此，充分认识品牌目标消费群体和真实消费群体的偏离对目标消费者品牌态度的影响，有助于填补这方面研究的不足，帮助企业全面理解目标市场的重要价值，摆正企业的营销观念，提升企业营销的针对性和有效性。

品牌稀释的相关研究为研究该问题提供了合适的视角。品牌积极联想的弱化和消极联想的强化会导致品牌稀释，影响消费者对品牌的整体评价（Loken 2010）。品牌的使用者形象是消费者品牌联想的重要内容，是消费者在与品牌的日常互动中所形成关于谁在使用该品牌的认知。Keller(1993)指出，品牌使用者形象的形成有直接和间接两条途径，直接途径是消费者自己的体验，间接途径是品牌广告中关于目标消费者的描述。因此，当消费者自己在现实中观察到的品牌使用者（直接途径）和品牌广告中描述的使用者形象（间接途径）不一致时，可能会混淆消费者对品牌典型使用者形象的认知，弱化关于品牌的积极联想，造成品牌稀释，影响对品牌的评价。

因此，本文将从品牌稀释的视角分析非目标消费群体的品牌使用行为对目标消费者的品牌态度的影响。为了研究需要，借鉴参照群体的概念，本文将非目标消费群体区分为渴望群体、中性群体和规避群体，研究了不同类型的非目标消费群体的影响，并探讨自我建构的调节作用，最终得出了以下结论：目标消费者见到渴望群体的品牌使用行为时并不会改变对于品牌的评价，而见到中

性群体和规避群体时会降低对该品牌的评价。自我建构会调节非目标消费群体的品牌使用行为对目标消费者品牌态度的影响。本研究充实了对参照群体和品牌关系的研究，同时对我国企业的品牌关系管理提供了重要的实践指导。

二 理论基础与假设推演

2.1 品牌态度与品牌稀释

品牌态度是消费者对于品牌的整体评价，反映了消费者对品牌所持有的显著信念以及对这些信念的评价，是衡量消费者和品牌关系的重要指标（Fournier 1998）。品牌态度主要是通过联想、强化和模仿等学习方式逐步获得和发展的。消费者的积极品牌联想的弱化或者消极品牌联想的强化则会导致品牌稀释，降低对品牌的评价（Pullig 2006；Loken 2010；李先国 2009），从而产生消极的品牌态度。

消费者所拥有的品牌知识是企业品牌资产最核心的内容（Keller，1993）。根据“联想网络记忆模型理论”(Anderson, 1983)，一个人所具有的知识和信息会以节点的形式储存起来，并通过不同强度的链接构成记忆网络。消费者的品牌知识都会以节点的形式储存在消费者的记忆网络中。随着消费者和品牌的交互增多，消费者会不断强化自己所拥有的品牌知识，从而形成稳定的品牌知识网络。一旦内部某个节点的信息被激活，消费者会通过记忆网络的链接迅速回忆起储存在网络节点中的所有关于品牌的信息。一旦有冲突或者负面信息进入消费者品牌知识网络，则会导致消费者的认知失调，从而降低这一节点信息被唤起的可能性。最终影响消费者的品牌联想，导致品牌稀释，影响对品牌的整体评价。

稀释具有两种形式，分别是丑化和模糊 (Simonson1993)。丑化是消费者消极品牌联想的强化，会影响消费者对品牌形象的认知；而模糊则是消费者对积极品牌联想的弱化，会降低对品牌独特性的联想。清晰明确的目标消费群体是消费者形成品牌典型使用者形象的重要来源，非目标消费者使用该品牌时，与原有品牌使用者形象不一致的信息会被加入消费者的品牌知识网络，会激发品牌稀释的模糊机制，影响目标消费者对品牌使用者形象的认知。

2.2 非目标消费群体的品牌使用行为对目标消费者品牌态度的影响

参照群体是那些对个人的态度和行为有显著影响的群体或者群体成员（Bearden 1982; White 2006）。根据归属程度的不同，参照群体可以分为内部群体和外部群体。内群体是个体认为自己是其成员的群体，也即成员群体；外群体则是个体认为自己不是其成员的群体（Escalas 2005）。目标消费群体是消费者认为是其成员的群体，是其内部群体；而非目标消费群体是消费者认为自己

不是其成员的群体，是其外部群体。

关于参照群体和品牌关系的研究表明：不同群体使用什么品牌会传递出关于该群体的相关信息，帮助消费者形成什么群体在使用该品牌的认知（Muniz 2001）。为了实现自我认可，消费者会将自我形象和品牌的使用者形象进行对比，并选择那些和自我形象匹配的品牌，规避那些和自我形象不匹配的品牌（Escalas 2005）。当见到非目标消费群体使用该品牌，会模糊目标消费者从以往品牌宣传中形成的关于品牌使用者形象的认知，不能将品牌形象和自我形象完全匹配。品牌使用者形象是消费者品牌联想的重要内容，积极品牌联想的弱化和消极品牌联想的强化，会诱发品牌的稀释效应，最终降低对于品牌的整体评价（Rosellina 2013）。

根据对群体的渴望程度不同，外部群体可以分为渴望群体（Aspirational reference group）、中性群体（Neutral reference group）、规避群体（Dissociative reference group）（Englis 1995; 杜伟强 2009; White 2006）。不同的外部群体反映了自己对不同可能自我的态度。因此，非目标消费群体也可以区分为渴望群体、中性群体和规避群体。

渴望群体是消费者希望成为该群体中的一员的外部群体，反映了一种理想的自我。当目标消费者见到渴望群体在使用该品牌时，会模糊他们关于品牌使用者形象的认知，诱发品牌稀释的模糊机制，降低对品牌的整体评价。但是，渴望群体反映了消费者自我提升的需求（Escalas 2003）。Englis（1995）认为那些能够帮助消费者展现他们在未来想成为的社会角色形象的潜在消费行为和目前实际的消费行为同样重要；Escala（2003）发现那些与成员群体形象一致的品牌可以被用来进行自我证实，而和渴望群体相联系的品牌则可以被用来实现自我提升。当见到渴望群体在使用属于自己群体的品牌，在品牌稀释的模糊机制和自我提升动机的综合作用下，目标消费者会维持对于品牌的整体评价。 因此我们假设：

H1a：相比目标消费群体，见到渴望群体使用品牌形象和自己一致的品牌，品牌的目标消费者会维持对于品牌的评价。

中性群体是自己既不想成为，也不想避开的群体。当目标消费者见到中性群体在使用自己品牌时，只会在目标消费者的品牌知识网络中加入与原有品牌使用者形象不一致的信息，模糊对品牌使用者形象的认知，诱发品牌稀释的模糊机制，降低对品牌的整体评价。因此我们假设：

H1b：相比目标消费群体，见到规避群体使用品牌形象和自己一致的品牌，品牌的目标消费者会降低对于品牌的评价。

规避群体是消费者希望与之完全划清界限的外部群体。一方面，当目标消费者见到规避群体在使用形象和自己一致的品牌时，会将规避群体加入到自己

的品牌知识网络中，激发品牌稀释的模糊机制，影响对品牌典型使用者形象的认知。同时，White 和 Dahl（2006, 2007）对规避群体的研究表明，消费者为了向别人展示一个积极的自我形象，会和规避群体保持一定距离。因此，当目标消费者看到规避群体在使用形象和自己一致的品牌时，为了维护自己的形象，会尽可能避免和该品牌的联系。在品牌稀释的模糊机制和形象管理动机的综合作用下，目标消费者会降低对于品牌的评价。因此我们假设：

H1c：相比目标消费群体，见到中性群体使用品牌形象和自己一致的品牌，品牌的目标消费者会降低对于品牌的评价。

2.3 自我建构的调节作用

Markus 和 Kitayama（1991）在分析文化背景对个体的心理和行为的影响时指出：在不同的文化背景下，个体认识和理解自我的方式是不一样的，并指出自我建构是个体关于自我和他人的信念，也即个体在多大程度上认为自己是和别人相关或分离的。自我建构可以分为独立自我建构和依赖自我建构。在个人主义文化背景下的个体更多表现出独立自我建构的特点；而在集体主义文化背景下个体更多表现出依赖自我建构的特点。Singelis（1994）对于自我建构的研究指出，在不同的文化背景下独立自我建构和关联自我建构可以同时存在于一个消费者身上的，由于受到外部环境的影响，某类自我建构在特定个体身上会占主导地位，影响消费者的认知和评价，并且不同类型的自我建构是可以测量的。

在独立自我建构下，个体追求独立和自由，更加看重自己内在的想法，会根据自己的内在态度、价值观来评价外在的事物，较少受到外部的影响（Swaminathan 2007）。现有研究表明：独立自我建构下，个体对内部群体并没有很高的依赖感，而对于外部群体，则有更强的动机去区分开来（Kampmeier 2001），因此会和形象与外部群体一致的品牌保持一定距离（Escalas 2005）。但上述情景是在外部群体形象和特定品牌形象相匹配的情景下，消费者已经形成了对于外部群体的态度，进而规避外部群体所使用的品牌。但当目标消费者见到非目标消费群体在使用品牌形象和自己一致的品牌时，目标消费者率先形成的是对品牌的态度，非目标消费群体影响的是他们已经形成的品牌态度。由于独立自我建构的消费者会依靠已经形成的内在态度和价值观来评价新的情况，他们会更加看重已经形成的品牌态度而忽视非目标消费群体的影响。因此我们假设：

H2a:在独立自我建构条件下，非目标消费群体的品牌使用行为不会影响目标消费者的品牌态度。

在依赖自我建构条件下，个体追求群体的归属感，认为自己和他人是关联的，并且具有较低程度的不同，并通过参照其他人的想法、感受和行动来决定

自己的行为，他们重视自己的外在形象，注重得到别人的认可。在建构自我的过程中，突出群体而忽视自己，外部的评价以及态度会影响自己的选择和行为。如果目标消费者见到非目标消费群体在使用品牌形象和自己一致的品牌时，为了避免误解，维护自身形象，突出群体特点，获得群体认可，他们会适当规避这一品牌，降低对该品牌的评价。因此我们假设：

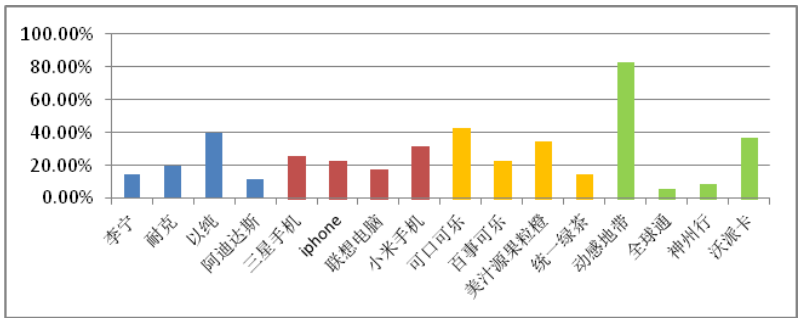
H2b:在依赖自我建构条件下，相对于目标消费群体，非目标消费群体的品牌使用行为会降低目标消费者的品牌态度。

三 预实验

3.1 预实验一

预实验一初步筛选主实验的参照群体和实验品牌。将分两步进行，第一步选择可能的群体和品牌，第二步验证初步确定群体和品牌的合理性。第一步通过电子问卷的形式对 35 名大学生进行了调查，其中男生 19 名，女生 16 名。第二步派发纸质版对 37 位大学生进行调查，其中男生 21 人，女生 16 人。

因为本研究以大学生为被试，意味着大学生是实验品牌的目标消费者，因此实验品牌的选择必须是大学生熟知的，并且以大学生作为其目标消费者的。关于品牌的调查结果如图表 11 所示。虽然“动感地带”品牌在预实验一中的提名占比最高，但是随后品牌态度和熟悉程度调查结果显示，被试对于“动感地带”品牌的熟悉程度（M=4.19）和态度（M=3.90）均偏低，无法符合实验的要求。通过访谈我们发现主要是因为消费者对于通讯产品的介入度偏低，无法形成与品牌情感上的联系，因此不适合作为实验品牌。



图表 1 不同品牌的提名

为了确定合适的非目标消费群体，我们首先让被试阅读有关“成员群体”、“渴望群体”、“中性群体”、“规避群体”的定义（杜伟强, 2009）。由于外部群体必须是非大学生群体，因此我们强调“这个群体不应该是校园内部的，而应该是社会上的”。通过预调查确定的非成员群体情况如表格 所示。结合随后的群体归属和渴望程度调查结果，选定大学生群体（94.29%）为成员群体（目标消费

群体），部门主管群体（71.43%）为渴望群体，农民工群体（62.86%）为规避群体。但我们无法确定合适的中性群体。

表格 1 不同类型参照群体的提名

群体类别	群体提名比例		
成员群体	广东人（62.86%）	18-30岁的年轻人（91.43%）	大学生（94.29%）
渴望群体	公司老板（57.14%）	大学教授（25.71%）	部门主管（71.43%）
中性群体	公务员（62.86%）	外国游客（48.57%）	公司白领（40%）
规避群体	农民工（62.86%）	60岁以上的老年人（54.29%）	18岁以下的年轻人（20%）

3.2 预实验二

预实验二将确定主实验的参照群体和实验品牌。共发放纸质版问卷 40 份，回收有效问卷 31 份，有效回收率为 77.5%。其中男生 20 人，女生 11 人。

由于产品类别的消费者涉入度会影响到消费者对于品牌的态度以及评价(Hawkins 2007)，因此，我们在预实验二中去掉了通讯产品和饮料这两个门类，选择在预实验一中提名占比在 20%以上的品牌进行测试，经分析，最终确定“小米”手机、“iPhone”、“以纯”服装作为预实验二的测试品牌，调查了被试对不同品牌的熟悉程度（不熟悉/熟悉）和态度（不值得信赖/值得信赖；不喜欢/喜欢；不肯定/肯定）。

表格 1 是被试对不同品牌的熟悉程度和态度。被试对 iPhone 的熟悉程度和态度均具有较高的均值和较低的标准差（M 熟悉程度=5.58；STD 熟悉程度=1.455；M 态度=5.86；stD 态度=1.081），符合主实验的要求，同时，据公开资料显示，iPhone 的目标消费者主体是勇于接受新事物，追求创新的公司白领和学生群体，因此可以作为主实验的品牌。

表格 1 不同品牌的熟悉程度和态度

	以纯		小米		iPhone	
	均值	标准差	均值	标准差	均值	标准差
熟悉程度	3.77	2.404	4.81	2.007	5.58	1.455
态度	4.11	1.354	4.74	1.416	5.86	1.081

为了确定合适的中性群体，调查了被试对不同类型非目标消费群体的渴望程度和归属程度，结果如表格 2 所示。在中性群体中，只有外国游客群体与部门主管（渴望群体）和农民工（规避群体）的 P 值均在 0.001 以下，因此我们

暂定外国游客群体作为主实验中的中性群体。进一步将非目标消费群体（部门主管、外国游客、农民工）的归属程度合并，和目标消费群体（大学生）的归属程度比较，被试显著地认为他们属于目标消费群体，而不是非目标消费群体（$M_{目标消费群体}=5.44$；$M_{非目标消费群体}=3.14$；$P<0.001$）。因此我们选择大学生群体作为目标消费群体，部门主管作为渴望群体，外国游客群体作为中性群体，农民工作为规避群体。

表格 2 被试对不同非目标消费群体渴望程度的配对比较

	以纯		**小米**		**iPhone**	
	均值	标准差	均值	标准差	均值	标准差
熟悉程度	3.77	2.404	4.81	2.007	5.58	1.455
态度	4.11	1.354	4.74	1.416	5.86	1.081

通过预实验，我们最终选择，选择 iPhone 作为我们的实验品牌。大学生群体作为目标消费群体，选择部门主管群体作为渴望群体，选择外国游客群体作为中性群体，选择农民工群体作为规避群体。

表格 3 被试对不同非目标消费群体渴望程度的配对比较

渴望群体	**中性群体**	**P值（双侧检验）**	**规避群体**	**中性群体**	**P值（双侧检验）**
部门主管(5.08)	外国游客(3.72)	0.000	农民工(2.35)	外国游客(3.72)	0.000
	公务员(3.27)	0.000		公务员(3.27)	0.008
	公司白领(4.32)	0.048		公司白领(4.32)	0.000

注：括号中为不同群体的均值

四 主实验

主实验为了验证非目标消费群体品牌使用行为对目标消费者品牌态度影响的主效应以及自我建构的调节效应。

4.1 实验设计

实验组采用 4（参照群体：渴望群体 vs 中性群体 vs 规避群体 vs 目标消费群体）×2（自我建构：依赖自我建构 vs 独立自我建构）的混合因子设计，自我建构为组内变量，非目标消费群体为组间因子，测试被试在不同的外部群体情境下的品牌态度。

采用情景问卷收集数据，在实验开始，我们询问被试对 iPhone 的使用情况和熟悉程度。然后是情景部分，我们设置被试去苹果体验店购买 iPhone 的场景；“苹果新推出了 iPhone5s，你准备买一部 iPhone，于是你去了学校南门对面的那个苹果体验店。……”，我们根据被试在体验店遇到了不同的群体在购买 iPhone，设计了 4 个版本的问卷，包括渴望群体（实习公司的部门主管，A 组）、中性群体（来自土耳其的外国游客，N 组）、规避群体（学校工地的年轻人，D 组）和目标消费群体（选修课的同学，R 组）。测试被试对于情境中所遇到群体的归属程度和渴望程度（操纵检验），紧接着我们测试被试设想自己处于该情景下的品牌态度（假设检验）。然后，我们询问被试“你认为你在苹果体验店中遇到的那个人是否应该是 iPhone 的目标消费者？”，了解被试对 iPhone 使用者形象的认知状况。接着，给出测量自我建构的量表，测试被试的自我建构类型（操纵检验）。最后我们调查了被试的人口统计特征（样本描述）。

对于不同群体的归属程度和渴望程度的测量，我们借鉴杜伟强（2009）的方法，使用 3 个测项的 7 点量表（“我认为自己是这种类型的人”；“我属于这个群体”；“与这个群体中的人相处，我觉得很轻松、很自然”）测量被试对于不同群体的归属程度（α=0.814），使用 2 个测项的 7 点量表（“我羡慕这种类型的人”；“我希望成为这个群体的一员”）测量被试对于不同外部群体的渴望程度（α=0.901）。对于品牌态度的测量，我们采用具有 3 个测项的 7 点量表（非常不信赖的/非常信赖的；非常不喜欢的/非常喜欢的；非常不肯定的/非常肯定的）（α=0.914）。对于被试自我建构的测量，我们采用王裕豪（2008）翻译的 SCS 量表（Singelis 1994）（α=0.763）。

4.2 实验结果

360 名暨南大学在校学生接受调查。在问卷情景之后，我们设置一个测试问题检测被试是否阅读情景材料，通过检验的被试有 302 名。同时删除对部门主管群体（渴望群体）的渴望程度特别低（M<1）以及对农民工群体（规避群体）的渴望程度特别高(M>6)的样本共 10 份，剩余样本 292 份。其中女生 178 人，男生 113 人，平均年龄 21 岁，本科生为主体，占比 83.2%。108 人使用过 iPhone，占比 37.4%。被试对 iPhone 比较熟悉（M=4.60，STD=1.341）。82.86%的被试认为大学生是 iPhone 的目标消费群体，目标品牌的实验材料操纵成功。

4.2.1 操纵检验

非目标消费群体操纵检验。非目标消费群体可以分为渴望群体、中性群体和规避群体。将被试对渴望群体、中性群体和规避群体归属程度数据合并为非目标消费群体，对比目标消费群体和非目标消费群体的归属程度

(Escalas 2003, 2005)。结果显示被试显著地属于目标消费群体而不属于非目标消费群体（$M_{目标消费群体}$=4.06，$M_{非目标消费群体}$=3.14；F(1,290)=34.606,P<0.001）。同时被试对不同非目标消费群体的渴望程度也有显著差异（$M_{渴望群体}$=4.3311，$M_{中性群体}$=3.2885，$M_{规避群体}$=2.4366；F（2,220）=43.789,P<0.001）。以上结果表明对于非目标消费群体的操控是成功的。

自我建构的操纵检验。我们对自我建构的处理借鉴熊素红（2009）的方法，通过 Singelis（1994）的量表分别测量被试的独立自我建构得分和依赖自我建构得分，依赖自我建构得分减去独立自我建构得分获得差值。对差值进行排序，将低于中位数 0.34 的样本标记为独立自我建构，将大于或者等于中位数 0.34 的样本标记为依赖自我建构。样本的最终结构如表格 4 所示。

表格 4 实验样本结构

参照群体	自我建构	样本量
渴望群体	依赖型	43
	独立型	31
中性群体	依赖型	34
	独立型	44
规避群体	依赖型	34
	独立型	37
目标消费群体	依赖型	36
	独立型	33
合计		**292**

4.2.2 非目标消费群体的品牌使用行为对品牌态度的影响

以熟悉程度为协变量，对比目标消费群体，考察渴望群体、中性群体和规避群体的品牌使用行为对被试品牌态度的影响，以及自我建构的调节作用。协方差分析结果显示，熟悉程度主效应显著，F（1,288）=8.57，P=0.004。排除协变量影响后，参照群体的主效应显著，F（3,288）=6.06，P=0.001，具体结果如表格 5 所示；自我建构的主效应不显著，F（1,288）=0.72，P=0.398；自我建构和参照群体的交互效应显著，F（3,288）=3.25，P=0.022；其他二阶交互均不显著。

表格 5 不同参照群体对被试品牌态度的影响

	渴望群体	中性群体	规避群体	目标消费群体
品牌态度	4.846（0.11）	4.321（0.11）	4.293（0.12）	4.728（0.12）

注：括号内为标准差

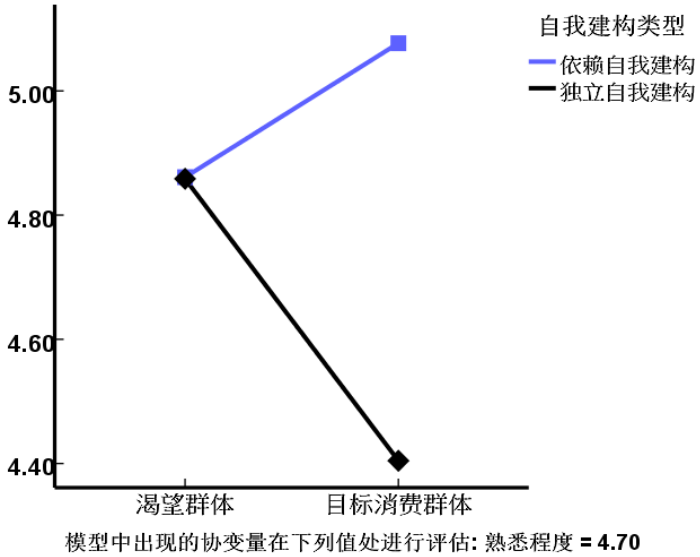
事后检验显示：渴望群体情境下被试的品牌态度（$M_{渴望群体}$=4.846）和目标

消费群体情景下被试的品牌态度（M 目标消费群体=4.728）没有显著差异，P=0.472；中性群体情境下被试的品牌态度（M 中性群体=4.321）和目标消费群体情境下被试的品牌态度（M 目标消费群体=4.728）有显著差异，P=0.013；规避群体情境下被试的品牌态度（M 规避群体=4.293）和目标消费群体情境下被试的品牌态度（M 目标消费群体=4.728）有显著差异，P=0.009；规避群体情境下被试的品牌态度（M 规避群体=4.293）和中性群体情境下被试的品牌态度（M 中性群体=4.321）没有显著差异，P=0.862。

为了探讨自我建构和参照群体之间的交互作用，我们将渴望群体、中性群体以及规避群体分别同目标消费群体情境下被试的品牌态度进行比较。

（1）渴望群体 VS 目标消费群体。以熟悉程度为协变量，单独分析渴望群体和目标消费群体品牌使用行为对被试品牌态度的影响，探讨自我建构和参照群体之间的交互作用。协方差分析结果显示，熟悉程度主效应显著，F（1,141）=6.20，P=0.014。排除协变量的影响后，参照群体的主效应不显著，F（1,141）=0.54，P=0.465；自我建构的主效应显著，F（1,141）=4.24，P=0.041；自我建构和外部群体的交互效应显著，F（1,141）=4.22，P=0.042。

进一步简单效应分析表明：在依赖自我建构条件下，渴望群体情境下被试的品牌态度（M 渴望群体=4.86）和目标消费群体情境下被试的品牌态度（M 目标消费群体=4.74） 没有显著差异，P=0.326；在独立自我建构条件下，渴望群体情境下被试的品牌态度（M 渴望群体=4.86）边缘高于目标消费群体情境下被试的品牌态度（M 目标消费群体=4.40），P=0.062，如图表 所示。

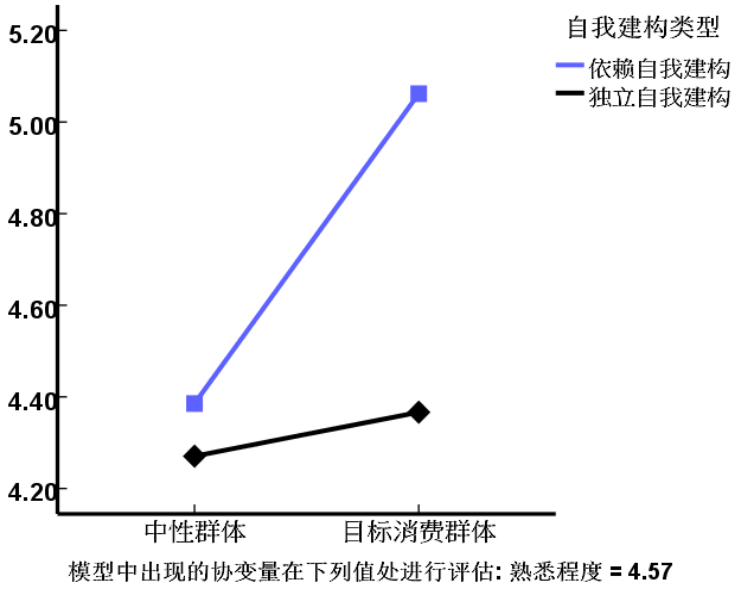


图表 2 参照群体（渴望群体/目标消费群体）与自我建构的交互作用

（2）中性群体 VS 目标消费群体。以熟悉程度为协变量，单独分析中性群体和目标消费群体品牌使用行为对被试品牌态度的影响，探讨自我建构和参照群体之间的交互作用。协方差分析结果显示，熟悉程度主效应显著，F（1,144）=9.94，P=0.002。排除协变量影响后，参照群体的主效应显著，F

（1,144）=6.02，P=0.015；自我建构的主效应显著，F（1,144）=6.39，P=0.013；自我建构和外部群体的交互效应边缘显著，F（1,144）=3.48，P=0.064。

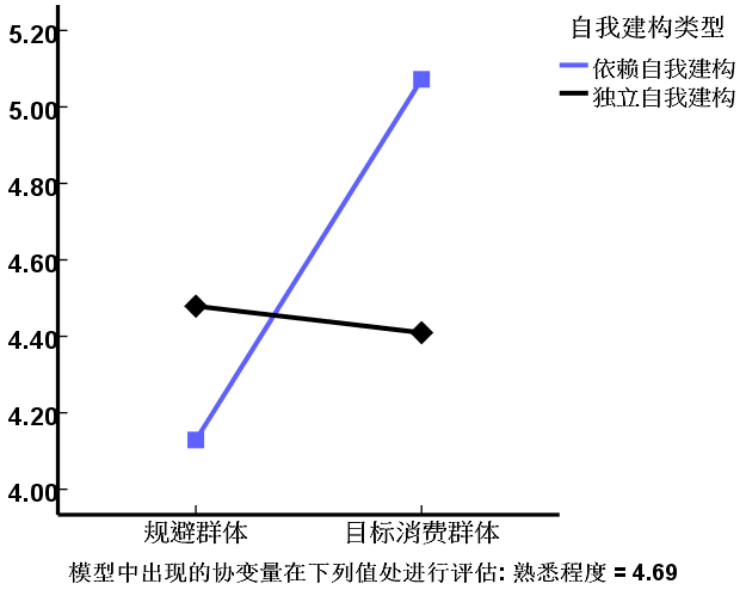
进一步简单效应分析表明：在依赖自我建构条件下，中性群体情境下的被试品牌态度（M 中性群体=4.39）显著低于目标消费群体情境下的品牌态度（M 目标消费群体=5.06），P=0.003；在独立自我建构条件下，中性群体情境下的被试品牌态度（M 中性群体=4.27）和目标消费群体情境下的品牌态度（M 目标消费群体=4.37）没有显著差异，P=0.658，如图表 所示。



图表 3 参照群体（中性群体/目标消费群体）与自我建构的交互作用

（3）规避群体 VS 目标消费群体。以熟悉程度为协变量，单独分析规避群体和目标消费群体品牌使用行为对被试品牌态度的影响，探讨自我建构和参照群体的交互作用。协方差分析结果显示，熟悉程度主效应边缘显著，F（1,137）=3.32，P=0.071。排除协变量影响后，参照群体的主效应显著，F（1,137）=7.26，P=0.008；自我建构的主效应不显著，F（1,137）=0.924，P=0.338；自我建构和参照群体的交互效应显著，F（1,137）=9.60，P=0.002。

进一步简单效应分析表明：在依赖自我建构条件下，规避群体情境下被试的品牌态度（M 规避群体=4.13）显著低于目标消费群体情境下被试的品牌态度（M 目标消费群体=5.07），P<0.001；在独立自我建构条件下，规避群体情境下被试的品牌态度（M 规避群体=4.47）和目标消费群体情境下被试的品牌态度（M 目标消费群体=4.41）没有显著差异，P=0.765，如图表 所示。



图表 4 参照群体（规避群体/目标消费群体）与自我建构的交互作用

4.2.3 被试对品牌使用者形象的认知

我们通过询问被试“你认为你在苹果体验店中遇到的那个人是否应该是 iPhone 的目标消费者？”来调查被试对于 iPhone 品牌使用者形象的认知。结果如表格 所示。

表格 6 被试对 iPhone 使用者形象的认知

	是 iPhone 的消费者	**不是 iPhone 的消费者**
实习企业的部门主管（渴望群体）	63（85.1%）	11（14.9%）
来自土耳其的外国游客（中性群体）	50（64.9%）	27（35.1%）
学校建筑工地的年轻人（规避群体）	41（58.6%）	29（41.4%）
一起上选修课的同学（目标消费群体）	**57（82.6%）**	**12（17.4%）**

根据表 4-1，针对部门主管群体、外国游客群体以及农民工群体，均有一半以上的被试认为该群体属于 iPhone 的目标消费人群，说明被试对 iPhone 的目标消费人群的认知是模糊的。

综上，当目标消费者见到渴望群体在使用自己群体的品牌时，会维持对于品牌的评价，假设 H1a 成立；当目标消费者见到规避群体在使用自己群体品牌时，会降低对于品牌的评价，假设 H1b 成立；当目标消费者见到中性群体在使用自己群体品牌时，会降低自己的品牌态度，假设 H1c 成立。独立自我建构条件下，渴望群体的品牌使用行为会提升目标消费者的品牌态度，而中性群体和规避群体则对目标消费者品牌态度不产生影响，H2a 部分成立；依赖自我建构条件下，中性群体和规避群体的品牌使用行为会降低目标消费者的品牌态度，

而渴望群体的品牌使用行为则不会产生影响，H2b 部分成立。

五 结论与讨论

本文从品牌稀释的视角分析了非目标消费群体的品牌使用行为对于目标消费者的品牌态度的影响，并探讨自我建构的调节作用，我们发现不同类型的非目标消费群体的品牌使用行为会对目标消费者的品牌态度产生不同影响，这种影响受到自我建构的调节。研究结果从品牌稀释的视角证明了清晰明确的品牌使用者形象对品牌资产的重要意义，该研究成果对企业的品牌管理以及营销战略制定有重要的意义。

5.1 非目标消费群体品牌使用行为的稀释效应

（1）非目标消费群体的品牌使用行为对目标消费者品牌态度的影响。非目标消费群体的品牌使用行为会影响目标消费者的品牌态度。当目标消费者见到渴望群体的品牌使用行为时形成的品牌态度与见到目标消费群体时形成的品牌态度没有显著差异；而当目标消费者见到中性群体或规避群体的品牌使用行为时所形成的品牌态度显著低于见到目标消费群体时所形成的品牌态度；而目标消费者见到中性群体和规避群体的品牌使用行为时形成的品牌态度没有显著差异。

当目标消费者见到非目标消费群体在使用该品牌时，会影响在和品牌长期的互动中形成的对品牌典型使用者形象的联想。品牌稀释有两种作用机制——模糊和丑化，非目标消费群体的品牌使用行为，主要激发品牌稀释的模糊机制，模糊目标消费者对品牌典型使用者形象的认知，影响消费者对品牌独特性的联想，导致品牌稀释。但不同类型的非目标消费群体也包含着目标消费者不同的渴望程度。根据 McCracken’s (1988)的意义迁移模型，消费者会将和品牌一同出现的群体的形象转移到品牌身上，从而赋予品牌特定的意义。因此，消费者对于特定群体的态度会影响对于一同出现的品牌的态度。

渴望群体是消费者非常想成为其中一员的群体。个体具有自我提升的动机（Escalas 2005）。当目标消费者见到渴望群体在使用属于自己群体的品牌时，会将渴望群体的某些特性转移到品牌身上，拉近和渴望群体的距离，增加对于品牌的积极联想。因此在品牌稀释的模糊机制和自我提升动机的综合作用下，渴望群体的品牌使用行为并不会对目标消费者的品牌态度产生影响。

中性群体是消费者不想成为也不想避开的群体。个体的对于中性群体并没有明显的偏向，因此并不会因为目标消费者对该群体的态度而影响对于品牌的评价，但是中性群体使用品牌形象和自己一致的品牌，会激发品牌稀释中的模糊机制，因此会降低目标消费者对品牌的评价。

规避群体是消费者有意避开的一类群体。当目标消费者见到规避群体在使

用品牌形象和自己一致的品牌时，一方面由于品牌稀释的模糊机制，影响目标消费者对品牌典型使用者形象的认知，另一方面目标消费者在形象管理动机的驱使下（Escalas 2003），会和规避群体保持一定的距离。在两种机制的综合作用下，最终降低对于品牌的评价。

（2）自我建构的调节作用。自我建构会调节非目标消费群体的品牌使用行为对目标消费者品牌态度的影响。当目标消费者见到渴望群体在使用属于自己群体的品牌时，依赖自我建构的个体的品牌态度并不会发生改变，而独立自我建构的个体则会提升对于品牌的评价；而当目标消费者见到中性群体或者规避群体在使用属于自己群体的品牌时，依赖自我建构的个体会降低对于品牌的评价，而独立自我建构的个体会维持对于品牌的评价。

独立自我建构的消费者倾向于稳定的自我，更关注个体内在的思想、情感和态度。独立自我建构的消费者基于对品牌的充分了解，将品牌个性充分纳入自我概念中，就会形成对品牌的稳定评价，因此外部信息很难影响他们的品牌态度。而依赖自我建构的消费者的自我概念是易变的，多参考他人的意见来决定自己的态度和行为，重视群体归属感。因此在当原有品牌不能够很好的代表自己所从属的群体时，就会降低对原品牌的评价。

个体具有自我提升（self-enhancement）的动机（Escalas 2003），渴望群体反映了理想的自我，消费者见到渴望群体和自己共享同一个品牌时，会拉近和理想自我的心理距离，因此会提升自己对品牌的评价。独立自我建构的个体有更强的表达自我的动机（Markus 1991），当见到渴望群体在使用该品牌时，会提升对该品牌的评价；依赖自我建构的个体表达自我要受到外部情境和社会关系的制约，因此品牌态度的提升并不那么明显。

5.2 营销启示

外部群体的品牌使用行为关系品牌的核心资产，对该现象的关注具有以下的营销意义。

（1）高端品牌要更加重视是谁在使用该品牌，要尽可能保证品牌目标消费者和真实消费者的匹配。研究显示：非目标消费群体的品牌使用行为会影响目标消费者的品牌态度，但不同类型的非目标消费群体产生的影响并不完全一致。目标消费者见到渴望群体在使用该品牌时，并不会影响他们对于品牌的评价，而中性群体和规避群体则会降低目标消费者对于品牌的评价。高端品牌主要面对的是高端人群，处于社会的顶层。在其非目标消费群体的构成中，渴望群体数量要远远少于中性群体以及规避群体数量。因此，如果高端品牌由过多的非目标消费人群使用，则意味着过多的由他们所规避的群体使用，会影响到高端群体对于品牌使用者形象的认知，必定会降低高端品牌目标消费者对于该品牌的态度。可以设想，如果 LV 店里面，经常见到的是“厂妹”，那么还会有多

少目标消费者愿意购买 LV 包包？

（2）在中国市场上，企业要更加重视品牌的目标消费群体和真实消费群体的一致性。中国文化强调集体主义的价值观，而集体主义文化背景下的个体更多地体现出依赖自我建构的特点。研究显示：一般情况下，依赖自我建构的消费者在见到非目标消费者在使用本来属于自己群体的品牌时，会降低自己的品牌态度。中国的消费者有更强的群体归属需求，会更加重视那些能够代表自己身份的品牌到底是谁在使用，如果某一品牌的目标消费者发现该品牌正在被自己所规避的群体或者与自己无关的群体使用时，会认为该品牌不能很好地代表自己的身份，很有可能会降低对该品牌的评价。

5.3 局限与未来研究方向

本研究同样具有以下的局限性。首先，为了增加外部效度，我们在实验中采用了真实品牌，但在保证外部效度的同时也引入了其他的不可控因素，这些不可控因素可能影响实验结果。其次，我们的研究没有考虑产品类别的影响。因为不同类别的产品，消费者的自我展示动机不一样，消费者在消费奢侈品时会有更高的自我展示动机，因此也有可能会更加重视是谁在使用该品牌，而必需品是消费者自己使用的，因此会更加重视品牌的性能和质量，而对品牌的使用者并不在意。因此后续的研究可从以下方面进行拓展：①选用其他品牌或者虚拟品牌进行实验，排除真实品牌其他方面的影响；②本研究仅考察了自我建构的调节作用，但是产品类别、品牌承诺以及消费者卷入都有可能调节外部群体的品牌使用行为对品牌态度的影响。

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新能源汽车教育营销研究

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摘要

新能源汽车对广大消费者来说是一个新鲜事物，与传统汽车相比，它具有环保、节能使用成本低等特点，驾驶新能源车的感觉也与传统汽车有很大不同。目前新能源汽车保有量很少，普通大众接触不多，感觉不到，传统营销方式很难促进其销售数量，必须创新营销模式，这便是教育营销。与新能源汽车相关的各个企业及政府有关部门等通过新能源汽车教育营销，加大对消费者的教育与宣传力度，让消费者能更好的感觉它，了解它，喜欢它，从而关心和购买新能源汽车。本文在介绍教育营销及新能源汽车教育营销特点的基础上，对新能源汽车教育营销的各种方式进行了详细分析。新能源汽车制造商、政府及相关单位通过这些教育营销活动，不断提高消费者的产品知识和环保意识，营造新能源汽车的良好氛围，必将极大推进新能源汽车市场化进程。

关键词：新能源汽车，教育营销，消费者教育，产业化 ，市场化

1、引言

2012 年 7 月 9 日国务院颁布的《节能与新能源汽车产业发展规划》（2012—2020 年）明确指出，到 2015 年，纯电动汽车和插电式混合动力汽车累计产销量力争达到 50 万辆；到 2020 年，纯电动汽车和插电式混合动力汽车生产能力达 200 万辆、累计产销量超过 500 万辆，燃料电池汽车、车用氢能源产业与国际同步发展。《中国汽车工业年鉴 2013》显示，中国新能源汽车总保有量在 2012 年达到 3 万辆，私人购买纯电动轿车突破 5000 辆。另一项统计显示，2013 年我国销售纯电动汽车 1.46 万辆。2014 年一季度我国新能源汽车产量 6651 辆，销售是 6853 辆，比上年同期大幅增加，预计全年销量有望达到 2.5 万辆。

目前新能源汽车促销量虽然增长很快，但离规划目标仍然差距很大，与全国 1.37 亿的汽车保有量相比，新能源汽车所占比例极小。因此要真正实现规划目标必须创新营销模式。本文认为对新能源汽车消费者采取教育营销模式，让消费者能够接触、了解新能源汽车并接受新能源车是关键，而激发潜在购买者并让消费者改变习惯的关键步骤是对消费者进行宣传和教育，大力普及新能源汽车知识，树立节能环保理念，让消费者真正了解、关心和购买新能源汽车。

2、 教育营销概述

所谓教育营销就是把新的消费理念、新的生活方式等观念与思想通过讲座、座谈、聚会、观摩、新技术展示、演示会、产品发布会消费者体验等消费者教育活动来教育与引导消费者和潜在消费者，使消费者和潜在消费者接受新的消费理念与生活方式，改变原有的思维习惯、消费习俗、生活方式，使消费者的生活品味提升一个档次，使营销水平更上一个新的层次的营销理念和营销模式。消费者教育就是指针对消费者所进行的一种有目的、有计划、有组织的，以传播消费知识、传授消费经验、培养消费技能、倡导科学、文明的消费观念、提高消费者素质为主要内容的系统的社会教育活动[1]。教育营销对于帮助广大消费者逐步树立科学、文明、健康的消费观，进而提高其消费行为的合理化程度，倡导节约和环保以及有利于经济持续发展的消费活动等都具有不可替代的作用。

宣传教育是目前新能源汽车教育营销的主要方式，是通过讲解、说明、传播和宣扬等方式向消费者进行教育的过程，是通过综合运用各种符号传播特定的观念以影响人们的思想和行动的社会行为。教育宣传具有激励、鼓舞、劝服、引导、批判等多种功能，其基本功能是劝服。即通过多种内容和形式，阐明某种观点，使人们相信并跟着行动。

新能源汽车是一个新鲜事物，与传统汽车相比有很多不同的地方，特别是驾驶新能源汽车的感觉：如噪音低，操作控制简单，更具有驾驶乐趣。但因新能源车保有量少，普通大众接触不多，感觉不到，这就需要与新能源相关的各个部门如政府、汽车制造企业等加大教育宣传力度，努力营造环保节能理念和氛围，让普通大众能更好的感觉它，喜欢它，从而关心和购买新能源汽车。新能源汽车教育营销方式一般包括网络宣传、媒体宣传和新能源汽车展示会，大众教育、消费教育、群众体验、试乘试驾活动及示范运营等。

3 新能源汽车教育营销的特点

承担新能源汽车教育营销活动的主体可以分为三类，即政府、社会团体和企业组织。政府和社会团体倡导实施的新能源汽车消费者教育活动主要目的在于引导消费者理性消费，保护消费者正当权益，维护正常的市场秩序，它构成了企业的营销环境。新能源汽车企业对消费者进行教育，往往成为引发需求、创造需求、培育市场、开发市场的关键。新能源汽车教育营销的对象包括广大终端消费者和渠道成员，目前新能源汽车教育营销的对象主要是广大终端消费者。

3.1 教育营销是观念营销。

新能源汽车教育营销首先要让消费者接受现代的消费理念，如绿色、环保、低碳和节能。实践证明，只有让消费者接受了一种新的消费观念，才能很快掀起一股新的消费热潮，从而实现消费数量的迅速增长。一些有市场前景的新业务，之所以在个别企业打不开市场，原因不是没有市场，也不是消费者买不起，而是不愿意买或没有购买欲望，其中就有“消费观念”的问题。新能源汽车企业和营销人员倘若只是简单地推销业务，惟产品而产品，消费者并不一定乐意接受。但如果在推销某一种产品的同时或之前，大力提倡一种新的观念，其结果就大不一样了。教育营销与传统营销相比，不是去发现需求，然后满足需求；而是通过教育引发需求，创造需求，再去满足需求，也就是把接受了企业教育的消费者培养成购买企业产品的顾客。

3.2 教育营销是知识营销。

在科技创新日新月异的今天，消费者对商品知识的理解和掌握越来越困难，在这种情况下，对教育营销就成为打开新能源汽车等高科技产品市场的敲门砖。教育营销通常以传播知识的方式出现，具有明显的利他性和公益活动的色彩，不是直接向人们推销商品，消费者比较容易接受。这种潜移默化、寓销于教的做法，往往比直接推销更有效果。

3.3 教育营销是情感营销。

新能源汽车厂商在进行教育营销活动时，必须注意教育营销的技巧，先要加强情感营销的成分，将真正的推销意图掩盖在其中。教育营销的功利性必须减弱，营销教育要有更实际的内容，并逐渐演变成情感营销。这样有助于培育市场，拉动消费需求。通过这种在商而不言商的营销方式能够很好地帮助新能源汽车厂商感动和留住顾客。因为对顾客进行产品外的指导和关心、关注消费群的心理需要等直接的呵护和情感交流，才是提高顾客对该品牌的信任感和忠诚度的最好方式。

4、新能源汽车各种教育营销方式分析

目前针对新能源汽车教育宣传方式有许多种，包括网站宣传、新闻媒体宣传、新能源汽车展示会（博览会）、消费者普及教育、消费观念教育、消费者体验与试乘试驾及示范运营推广活动等。

4.1 企业和政府网站宣传。

目前，新能源示范城市政府和新能源汽车企业都专门建立了相应网站宣传新能源汽车，公布与新能源汽车相关的各种信息，包括城市新能源汽车引进数量、种类、运行情况，相比燃油汽车的节油率和向空气排放污染物的数量等数据和信息。政府对新能源汽车的政策支持力度和相应的补贴额度也都公布在相应网站上，以供大众参考。广大消费者要想了解新能源汽车信息和知识一般能够在相应的网站上获得，但需要专门的查询和收集工作。目前关注的这一块的

主要是圈内人士，圈外人士了解少。

4.2 新闻媒体宣传。

新闻媒体是新能源宣传的主要途径之一。随着国家“十城千辆”工程的迅速推广，新能源汽车也受到媒体越来越多的关注，各地新能源汽车的最新动态都是媒体争相报道的热点。因此，政府和新能源汽车制造企业应广泛借助各类媒体，包括平面媒体和电视媒体等向大众宣传新能源汽车，同时通过大量的对目前环境的纪实报道，提高大众对环境的关注度和环保意识，帮助大众从心理上迅速接受新能源汽车。这也是目前大众了解新能源汽车的主要途径之一，但获得的信息比较零散。

4.3 新能源汽车展示会。

目前诸多城市和新能源汽车制造公司将新能源汽车博览会和展会作为宣传新能源汽车的重要平台，通过邀请全国各地甚至全世界的新能源汽车制造商和核心零部件制造商等参与展览，展示新能源汽车节能环保、安全舒适的特性，以及智能交通及节能与新能源汽车技术应用的发展趋势，同时还向观众展示新能源汽车的动力电池、电机、控制器、仪表、外壳、充电器及相关附件，新能源汽车的设计及制造技术、装备和废电池处理技术及装备等。通过对新能源汽车进行全方位的展示，可以让消费者可以清晰直观地了解新能源汽车的各项技术和性能，以展览的形式解答消费者普遍关注的充电问题和废物处理等问题。除此之外，展览会通常还会开辟观众互动展区，让前来参观的市民感受智能交通和新能源汽车技术给生活带来的变化。大众通过此种方式获得的新能源知识和信息全面和专业，但机会并不是很多。

但是目前不论是网站还是新闻媒介，都只是对新能源汽车信息的简单叠加，对其最新动态进行简单描述，并没有对相关信息进行整理和汇总，消息分布相对散乱。普通消费者若要找到自己需要的信息可能需要花费很多的时间和精力，且没有与普通消费者的互动，大多数消费者并不能切实感受到新能源汽车带来的好处和利益。

4.4 消费者普及教育。

目前新能源汽车推广普及的重点仍停留在新能源汽车销售层面，其大众教育没有得到足够的重视，很多城市没有对市民进行相关知识的普及和教育，市民只是听说过新能源汽车，但是对具体知识仍然不了解，以至于很多消费者不能真正接受新能源汽车。因此，各地政府和新能源汽车企业应加强大众教育，免费提供大众接受新能源汽车教育的机会和平台。新能源大众教育是新能源汽车推广不可或缺的重要途径。新能源大众教育主要有下面 3 种形式：

（1） 新能源汽车企业或者运营单位通过群众参与调研的方式，设计调查问卷，了解消费者对新能源汽车推广的态度和对新能源汽车的了解情况，有针

对性地进行大众教育，对于大众关心的问题和疑惑逐一进行解答，从而达到推广和普及新能源汽车的目的。

（2） 新能源汽车企业联合高校或政府相关机构开展免费新能源汽车大讲堂，定期举行新能源汽车知识讲座，邀请市民参加；编写节能环保与新能源汽车的科普读物；在学校课程中加入节能环保或新能源汽车相关的知识或课程；定期举办相关知识竞赛，对不同年龄段的人们进行新能源汽车知识普及推广，尤其是要加强对于青少年群体的宣传与普及，长远地扩大新能源汽车的潜在用户群。

（3）新能源汽车企业通过与政府和高校共同联合，邀请相关专家开展系列访谈的方式，进行新能源汽车大众教育。比如某网站邀请了新能源汽车领域的顶级专家，世界电动车创始人，亚太电动车协会主席陈清泉先生、中国汽车工程学会常务副理事长兼秘书长付于武先生、中国汽车工业咨询委员会委员陈光祖先生、大连理工大学新能源汽车研究中心副主任周雅夫先生，开展一个系列讲坛活动，由四位专家向广大消费者系统地介绍新能源汽车的各项指标和制造技术以及在普及过程中可能出现的问题和解决方案。下表是目前我国开展大众教育的一些主要活动。

表 1 政府大众教育一览表

时间	措施	要点
2004 年	财政部、国家发展改革委制定了《节能产品政府采购实施意见》	/
2006.11-17	2006 年全国节能宣传周活动	宣传周主题是“节约能源，从我做起”，呼吁新能源应用
2010.4	环境保护部宣传教育中心和大众汽车集团（中国）共同发起的大众汽车畅想绿色未来环境教育行动在北京启动了新的三年计划	致力于低碳、环保的大众汽车将在北京车展上展示混合动力版途锐，并有望在 2013 年在中国市场量产电动车。
2011.6.11	《关于开展私人购买新能源汽车补贴试点的通知》	以补贴引导消费，给予插电式混合动力和纯电动车的补贴高达 5 万元至 6 万元，购车补贴有效。

4.5 消费者观念教育

消费教育也是新能源汽车制造企业义不容辞的责任，要培育成熟的新能源汽车消费市场，首先需要打造成熟、良好的消费环境。消费教育旨在改善消费市场环境，引导消费者科学、可持续性消费，提升消费者合理合法维护自身权益的能力，培育中国新能源汽车消费市场及中国消费者的维权意识。消费教育

主要包括以下 3 个方面：

（1）加强新能源汽车消费教育指导

新能源汽车制造企业要广泛开展消费教育和消费指导活动，引导和促进广大消费者扩大消费需求，针对当前国际国内推广新能源汽车出台的各项政策措施，并通过各类新闻媒体、网络等有效途径选择各种各样的载体，采取群众喜闻乐见的形式，广泛开展多形式的消费宣传教育和消费引导活动。培育消费者新的消费热点，改善消费者的消费预期，促进消费者更新消费维权的理念，倡导科学、合理、健康、文明消费，进一步增强消费者对新能源汽车的消费信心。

（2）解读新能源汽车认知误区

新能源汽车制造企业要帮助消费者树立科学、合理的汽车消费观念，选择品质、安全可靠的新能源汽车，宣传正确的安全理念，消除消费者心理常见的、似是而非的认知误区。消费者选择购买新能源汽车主要是因为节能省油与环保，而很多消费者对新能源汽车配套设施的便利性与技术的可靠性持怀疑态度。因为新能源汽车目前保有量不多，消费者对其情况不够了解，不敢贸然行动，虽然政府提出很多优惠政策，但其昂贵的车价，仍然让很多消费者无法接受。针对消费者对新能源汽车的认知误区，需要进行消费教育，宣传新能源汽车的各种优惠政策，及时公布新能源汽车的信息和相关基础设施建设情况，解除消费者心中的疑惑，消除新能源汽车走进普通消费者的障碍。大部分消费者普遍对新能源汽车的节油预期较高，因此企业在进行消费教育时要讲清楚各种车型的节油量，与同级别燃油汽车进行价格差异性比较，在整个产品生命周期内帮助消费者算“细账”。

（3）把握消费者多样性需求

新能源汽车作为潜在的消费热点，制造企业要通过消费教育帮助消费者更加深入地了解新能源汽车，帮助维护消费者合法权益，从而保障市场正常经营秩序，进而提高汽车消费者依法维护自身权益的意识。消费教育可以帮助经营者更加全面把握消费者多样化的消费需求，了解中国消费者独特的消费心理和消费习惯，为消费者提供更好的新能源汽车产品和服务，真正把以消费者为本的理念落到实处，把维护消费者权益化作企业的自觉行动。

4.6 消费者体验与试乘试驾。

(1) 短期体验活动。新能源汽车制造企业可以联合当地政府，建设绿色汽车体验馆，开展新能源汽车体验活动或是建设绿色汽车体验馆，旨在让消费者亲身体验这种新型绿色环保车辆，更加直观地了解新能源汽车的生产制造过程、群众普遍关心的核心技术问题以及新能源汽车的实际应用。在群众亲身体验新能源汽车的过程中，新能源汽车制造企业可以及时公布车辆能源消耗量和碳排

放量，让体验群众更客观地掌握相关信息，增加人们使用新能源汽车的信心。目前，已经有很多城市已经在尝试开展新能源汽车体验活动，具体如表 2 所示。

表 2 各地新能源汽车体验活动一览表

活动城市	活动名称	活动对象	体验车型	体验过程简介
济南	新能源汽车体验周	公务员	纯电动新能源汽车	为倡导低碳环保、绿色出行，济南市市级机关事务管理局特别引进了两辆纯电动新能源汽车，在公共机构开展为期一周的新能源汽车体验活动。公务员均可预约乘坐。
重庆	——	所有消费者	SUV 福特 Escape 插电式混合动力车、福特 Fusion 混合动力车	福特公司的新能源示范运行车队在重庆推出三款新能源汽车，邀请所有消费者亲身体验其更先进的新能源技术，更直观地了解新能源汽车更高的燃油经济性和更低的尾气排放
深圳	绿色行动日	深圳市民	新能源公交车、LNG 清洁能源公交车、纯电动出租车、纯电动小汽车	活动当天，市民不仅亲身体验了新能源公交车还参观了车辆充电、加气的过程
北京	新能源零距离体验日	大学生	北汽集团的商用、公用新能源汽车	北汽集团邀请北京理工大学汽车专业学生参加的“新能源零距离体验日”活动，现场聆听了北汽新能源和北汽福田新能源技术专家的讲解，随后大家来到北汽集团新能源生产基地，全面了解新能源

				汽车的生产制造。并在双井街道零距离亲身体验了新能源汽车的实际应用
南宁	——	所有市民	新能源公交车	——
武汉		大学生	日产聆风	武汉理工大学汽车学院部分师生现场体验日产聆风纯电动汽车的加速和操作性能，近距离了解和感受新能源汽车

（2）长期体验活动。据相关调查，大部分消费者都对电动车很感兴趣，但一般消费者对新能源汽车相关技术参数、电池性能等都了解不多。很多人都有普通燃油车驾驶体验，差别只是品牌和车型不同，我们不能以传统汽车的体验来让消费者感知到电动车的特性来，目前唯一能够打动消费者的就是让消费者切切实实地感受它。新能源汽车的常规试乘试驾，往往十几分钟甚至几分钟的体验，消费者根本不能够感受到新能源汽车的特性。所以要想让消费者树立起信心，另一个重要途径就是开展长期试驾活动。征集消费者开展长期体验活动时，我们可以要求体验者将每天的使用感受通过文字、图片、声音以及视频的形式公布出来，相信此举能够给消费者以直观的感受。迄今为止，包括比亚迪 e6 等都没有征集消费者实行过长距离(数百或数千公里)、长时间(一个月以上)的切身体验活动，消费者对新能源汽车如何使用、续航里程、电池安全性、充电便利性等都没有一个直观的第一手的认识，只是停留在厂家口若悬河的自我宣传上。因此长远来看，通过长距离、长时间的切身体验活动十分利于电动车市场的发展。

4.7 国家层面新能源汽车示范运营和推广活动。

2009 年，随着国家“十城千辆”示范工程的迅速推广，新能源汽车也受到媒体越来越多的关注。试点示范工作是一项全民节能环保及新能源汽车知识的大普及，对转变消费观念、推动整个节能减排工作具有十分深远的影响。2013 年底，国家第二轮新能源示范推广活动开始，前后宣布了 2 批城市，涵盖全国许多城市和地区。因此教育营销的各个主体都要加大宣传，营造良好社会氛围，动员全社会的力量积极参与。要通过报刊、广播、电视、互联网等多种媒体和渠道广泛宣传，采取多种形式答疑解惑，让各方面了解政策内容、掌握政策导向，引导企业和社会行为。要及时总结经验，树立好的典型、好的榜样，推广好的做法、好的经验，充分发挥财政资金和财政政策的作用。推动公共交通、政府、医院、学校、风景旅游区域等单位率先带头使用环保、节能的新能源汽

车，为整个社会起到示范作用。

政府的作为对于国民的示范效应是十分显著的，国民从政府的行动中可以体会出政策的走向，从而会采取相似的行动以减少不必要的成本。先行国家正是意识到了这一点，从而不断进行政府示范。

5 结论

5.1 目前新能源汽车推广和销售应采取教育营销模式，教育营销模式的核心是观念营销，消费观念决定着消费取向，左右着消费行为，消费观念是巨大的消费动力，进而拉动营销力。因此只要让消费者接受了新能源汽车的新的消费观念，就一定能出现一股新的消费热潮，实现消费的快速增长。

5.2 政府和新能源汽车制造商应不断加大宣传教育力度，提高整个社会的环保意识，培育崇尚购买、使用新能源汽车的文化。同时将宣传的重点放在人们最关注的问题上，比如新能源汽车的价格、政府补贴措施、实际节油量、安全性能等方面，有针对性地进行宣传和教育，从而营造购买新能源汽车良好氛围，不断促进新能源汽车市场进程。

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ABSTRACT(IN CHINESE)

地方特色产品透过反向原产地效应对国内旅游市场的影响

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摘要

本研究旨在藉由验证旅游地意象在地方特色产品信念与游客重游意愿间的中介关系，探讨地方特色产品透过可能的反向原产地效应对国内旅游市场之影响。本研究采立意抽样方式，在台湾地区彰化县鹿港镇取得由 174 游客组成研究样本所提供之问卷调查初级资料。经结构方程模型与 Sobel 分析之结果显示：(1)鹿港小吃对鹿港整体意象具有显著影响效果；(2)鹿港整体意象对游客重游意愿有显著影响效果；(3)整体意象在鹿港小吃与重游意愿间具有显著中介效果。此结果意谓：地方性的反向原产地效应获得实证支持，且地方特色产品信念必须藉由形成产地整体意象，才得以正向影响游客之重游意愿。根据分析结果，本研究亦进一步提出对实践「一村一品」构想以促进国内旅游的具体建议。

关键词：地方特色产品、旅游地意象、重游意愿、反向来源国效应。

探讨台湾产业聚落之发展模式

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摘要

根据世界经济论坛(World Economic Forum, WEF)于近期发布 2013 年全球竞争力评比，台湾晋升至全球第 12 名，并蝉联全球产业聚落发展指标之首位，由此可见产业聚落在全球经济发展上将扮演重要的角色。本研究目的主要在于探讨台湾产业聚落之发展现况，以掌握产业聚落发展创新模式的机会。本研究选

择台湾对外贸易发展协会资料，其中涵盖的社头织袜业、云林毛巾、高雄游艇、陶瓷、玻璃、自行车等六个产业聚落为研究对象，采用个案研究法的方式，搜集六个案产业聚落之 2003-2013 年之公开信息与相关事件共计 2654 件，经由研究小组交互判读删除重复与低相关事件后，共计 584 件产业聚落事件。而本研究分析架构包含空间群聚、关系网络、价值共创与权力结构等四构面，进而探索出四观点下之策略与管理意涵。研究发现产业聚落发展的成功要素以关系网络与价值共创为主要核心，其中政府关系为重要资源，结合政府的推动计划与政策，并运用科技、美学、新材料、新营运模式等创新元素加值于传统产业，发挥具特色化及提升附加价值；空间群聚与权力结构为辅助要素，并在此四构面下进一步探索出 28 项子分类，并提出未来产业聚落发展之具体建议。

关键词：产业聚落、经营模式、空间群聚

“丽媛 Style”对我国民族高端品牌消费购买态度影响研究——基于品牌形象感知视角的实证

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摘要

目前国内对政府为民族高端品牌“代言”行为的研究较少。文章以“丽媛 Style”事件对民族高端品牌消费购买态度影响为出发点，构建了以产品形象、企业形象、使用者形象感知为指标的研究模型，并采用结构方程的方法进行验证。分析发现：“丽媛 Style”事件对民族高端品牌的消费购买态度具有明显影响；“丽媛 Style”事件对态度中的“品牌认知”、“品牌情感”以及“行为倾向”三个层次都产生了明显影响；“丽媛 Style”事件主要是通过中间变量“价值形象感知”和“社会形象感知”对消费购买态度产生影响的。

关键词：民族高端品牌；品牌形象感知；“丽媛 Style”事件；结构方程模型

旅游网络营销的信用建设探究

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摘要

网络营销在我国旅游业的应用起源于 20 世纪 90 年代，随着互联网技术不断更新以及旅游业的快速发展，旅游网络营销的内涵不断丰富，国内外学者在这一方面的研究热度不断增强，并取得了较为丰富的成果。旅游业网络营销信用问题集中体现在对游客的信用缺失，因此，积极推进旅游信息化建设的同时，加强对旅游网络营销的行业监管，建立健全信用信息共享机制，从而引导市场消费选择显得极为重要。本文从信用角度分析了我国旅游业网络营销现状，揭示了旅游网络营销存在的主要问题及影响因素，并从政府、企业、消费者和行业协会方面给出了旅游业网络营销的信用发展的政策建议，包括政府应建立旅游网络营销的正向激励和失信惩戒机制、企业应建立可持续的信用文化、消费者应配合旅游管理部门开展旅游信用文化建设以及行业协会应联手第三方机构建立健全旅游业网络营销的信用评价体系，为推动我国旅游业网络营销的平稳、可持续发展提供完善的信用支撑体系。

关键词：旅游; 网络营销; 旅游信用; 信用评价

陶瓷网络营销的服务标准化研究

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摘要

渠道一直是影响我国陶瓷业发展的关键因素，相对拓展周期长、成本高的传统渠道，陶瓷网络营销则是一种低成本、高效率的全新商业模式。面对汹涌的电商浪潮和竞争日益激烈的市场，进行渠道变革和网络新渠道开拓，从而抢占更多的市场份额，是陶瓷业触碰电商应该努力探索的方向。然而没有标准化的服务，陶瓷产品通过网络营销渠道到达终端，会出现很多问题，对品牌产生伤害。进行服务标准化，特别是陶瓷产品售前、售中、售后服务方面的标准化，将是陶瓷业进行差异化营销的一种极好的手段和方式。本文通过分析陶瓷网络营销现状、比较不同网络营销策略的作用并指出陶瓷网络营销面临的问题，提出了服务标准化战略，要求以客户需求为先导，将服务流程和服务方式

标准化，并探索了陶瓷网络营销的服务标准体系构建，希望对我国陶瓷业的创新营销与标准化工作具有借鉴意义。

“中国元素”有效吗？全球品牌本土适应性战略的消费者评价研究——基于刻板印象一致性视角

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摘要

随着中国市场重要性的日益突显，不少全球品牌开始在产品设计中融入“中国元素”，但本土消费者对此的感知与评价往往存在差异。本文以多品类下六个全球品牌的真实产品为研究对象，引入刻板印象一致性的概念，测量品牌形象与其产品设计中的“中国元素”的融合程度，通过对本土消费者展开问卷调查，探究中国元素线索对品牌感知和消费行为的影响机制：首先，分别检验中国元素对感知品牌全球性和感知品牌本土性、产品态度和购买意愿的直接作用；其次，探究感知品牌全球性/感知品牌本土性在中国元素线索对产品态度及购买意愿的影响过程中发挥的中介效应；最后，分析消费者认同对消费者行为的调节作用。根据研究结果，针对全球品牌如何在产品中使用中国元素线索的问题，本文提出了若干策略建议。

关键词 全球品牌 中国元素 刻板印象一致性 感知全球性/本土性 全球认同/本土认同

“住宅小区”如何建成“和谐社区”：中国情境下的社区建设理论构想

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摘要

“住宅小区”是如何建成为“和谐社区”的？本文以共生理论为基础，通过三个不同发展程度的社区案例探讨了上述问题，提出了企业-社区物业、政府-居

委会、社会 NGO-居民组织及其关系的社区建设分析范式，并改进了中国情境下的社区发展理论。本文发现，在中国情境下住宅小区发展成和谐社区是一个建立社区组织开展社区活动，有效的活动强化社区组织功能的循环发展过程：1）社区参与战略指导下的企业及其社区物业支持居民组织建立并发挥作用以及支持居委会发挥作用是社区转变的起点和持续建设的主线；2）居委会及其政府关联和政治关联仍然是开展社区活动的主要合法性来源；3）居民组织通过有效的活动强化自身并在跨区域中成为准 NGO 得以成长。

渠道边界人员对渠道网络的认知机制及其对渠道行为的影响：多案例研究

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摘要

论文以社会网络理论和企业网络理论为基础，对 14 个处于渠道不同层级企业的中高级边界人员进行了访谈，就“渠道边界人员头脑中是否存在网络观念”、“渠道边界人员认知的渠道网络结构形态”、“渠道边界人员如何实现对渠道网络的认知”，以及“渠道边界人员对渠道网络的认知如何影响渠道成员的行为”等几个基本问题进行了探索性研究。研究发现渠道边界人员头脑中存在一个较为清晰的渠道网络观念，该网络由企业间网络和跨组织人际网络两个相互交织的层面构成；通过企业正式制度与组织结构，以及跨组织人际关系网络流动的信息是渠道边界人员实现对渠道网络认知的基础；而企业间网络和跨组织人际关系网络则共同对渠道边界人员的管理决策，进而对渠道成员的行为产生了影响。论文研究发现对渠道行为网络分析的研究设计，以及将本土文化要素融入渠道行为研究具有启发意义。

关键词：渠道网络；社会网络；网络认知；跨组织人际关系

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买卖不成仁义还在吗？社会联系和亲密关系在关系退出时的作用

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摘要

尽管现有研究越来越关注社会联系在制度转型过程中的重要性，但少有研究关注社会联系在渠道关系退出时的作用。本研究实证检验了渠道成员的商业联系和政治联系对渠道关系退出的影响作用，以及渠道成员之间的亲密关系对关系退出行为结果的影响作用。研究发现，商业联系会抑制关系退出，而政府联系会促进关系退出；同时，市场不确定性会减弱商业联系对退出倾向的抑制作用，但会加强政治联系对关系退出促进的作用。最后，关系退出倾向会导致渠道成员增加投机行为，而且渠道成员之间的亲密关系会强化这一影响作用。本研究的理论贡献在于，将商业联系和政治联系的影响作用拓展到渠道关系结束阶段，并对两种社会联系不同影响作用以及亲密关系的负面影响作用加深了理解。

关键词：商业联系；政治联系；关系退出；投机行为；亲密关系

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服务失败情形下商业友谊对消费者后续行为意向的影响研究

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摘要

商业友谊是顾客员工间通过相互接触而发展形成的商业性朋友关系，这种关系能够对双方的服务接触及关系营销起到推动作用。本文试图将商业友谊引入服务失败情形下消费者后续行为意向模型中，研究商业友谊、顾客感知公平、顾客感知背叛三者的关系，以及消费者的背叛感知对其后续行为意向的影响。考虑到我国商业友谊的特殊性，本文设定了先友后商的商业友谊和先商后

友的商业友谊情境，研究服务失败后两种情境下消费者后续行为意向的差异性。本研究采用情境描述法进行问卷调查，利用软件 SPSS 18.0 和 Smart PLS 2.0 对数据进行分析，得出以下结论：（1）先友后商的商业友谊与先商后友的商业友谊存在差异。在交易过程中，先友后商与先商后友相比较，顾客在前者情境下商业友谊的期望要高于后者。（2）商业友谊正向影响感知公平，商业友谊负向影响感知背叛，感知公平负向影响感知背叛；商业友谊和感知公平对感知背叛有交互影响，感知背叛正向影响消费者的后续行为意向报复意愿和和解意愿。（3）商业友谊与失败严重性程度对感知公平、感知背叛有交互影响。这些结论表明商业友谊在服务失败下对消费者行为意向产生影响，为服务企业如何借助商业友谊以提升服务补救效率提供了理论基础；同时为服务企业建立、管理商业友谊提供理论支撑。

关键词：先友后商的商业友谊；先商后友的商业友谊；消费者后续行为意向；失败严重性程度

语言修饰性与心理距离对消费者品牌态度的交互影响研究

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摘要

网络评论语言可分为修饰性语言和直陈性语言。不同的情形下，两种语言类型对消费者态度的影响可能不同。本文则通过实验法研究了语言的修饰性与心理距离的对品牌态度的交互作用。实验一结果表明，近期消费者的品牌态度受到直陈性语言的影响更大，远期消费者的品牌态度受到修饰性语言的影响更大；实验二结果表明，空间距离近的消费者受到直陈性语言的影响更大，空间距离远消费者受到修饰性语言的影响更大；实验三结果表明，与评论者社会距离近的消费者受到直陈性语言的影响更大，与评论者社会距离近的消费者受到修饰性语言的影响更大。

关键词　网络评论；语言修饰性；心理距离；品牌态度

消费者网络信息搜索与新产品销售的关联性研究——以新车上市为例

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摘要

我国网民大量使用网络搜索引擎来了解感兴趣的产品、概念或事物，特别是不少新产品上市前的宣传引发消费者大量关注和搜索。搜索引擎数据客观、真实地记录我国消费者的关注点。分析搜索数据有助于发现消费者对特定产品关注情况的变化趋势，并预测新产品上市销量。本文以高尔夫 7 等新车上市为研究对象，以百度指数为消费者网络搜索数据来源，通过建立计量经济预测模型来预估新车上市销售情况。并以选车网统计数据作为汽车销量的数据来源，验证和修正了预测模型。实证研究发现，基于普通消费者的网络搜索关注度建立的新产品销量预测模型能够较为准确地预测新产品上市初期的销售量。研究结论为产品经理们关注消费者网络搜索关注度，并利用预测模型预测新产品上市初期销售量提供了重要启示。

[关键词] 网络信息搜索，新产品销售，关联性

愿景变迁：基于中国 500 强企业的纵贯研究

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华中科技大学

摘要

本研究采用内容分析、纵贯研究相结合的方法对中国 500 强企业的愿景表达进行了研究。研究发现：第一，中国 500 强企业中超过半数的企业在五年内愿景表达发生了改变，且愿景变化与否及程度差异与在企业的绩效上差异显著。第二，研究了企业愿景的变化过程，绘制了企业愿景结构图，我们发现中国 500 强企业愿景在表达显得更加的规范和简洁，表达语气及用词上更为自信，目标更为明确。第三，企业在愿景表达上具有同质性，但是在内容上存在差异。本研究对愿景相关理论进行了扩展，特别是对愿景变迁的研究；同时研

究建议企业应根据外部环境的变化及企业发展阶段对企业愿景进行适当的调整，以更好地指导企业发展。

基于因子分析的服务品牌差异化优势研究

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摘要

在服务经济日益成为世界经济发展主导的现实背景下，培育品牌差异化优势成为服务企业提升竞争力的重要课题。在回顾品牌本体理论研究成果的基础上，借鉴物质认识的“三相”假说，构造了“三相一体”品牌本体模型。该模型揭示品牌本体是由具相、表相、抽相等品牌三相构成的一个系统，品牌差异化优势的形成和发展来源于品牌三相的形成和发展，以及它们相互之间的转化即品牌相变。应用该模型结合服务的特征分析服务品牌，提出服务品牌差异化优势的四个维度，并以银行和酒店服务品牌进行了探索性因子分析和验证性因子分析实证检验。结果表明，服务品牌差异化优势可以归纳成四个构面：品牌基础优势、服务交互优势、品牌沟通优势和品牌文化优势。

关键词：品牌本体模型；服务品牌差异化优势；因子分析

探讨博物馆产业之服务创新模式：文化价值观点

郑智云

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摘要

以文化结合新的灵感、创意，将带动新的发展能量与文化产业化的机会，进而创造就业机会与崭新商机。行政院在 2009 年提出发展六大新兴产业，其中亦包含「文化创意产业」，而博物馆正是其中的重点项目，依文化部统计，博物馆数量自 1989 至 2011 年由 90 座成长至 748 座，大幅增加 731%，显见博物馆具有相当的发展潜力。然而，目前国内外对博物馆的研究，大多着重于艺术与伦理、建筑与空间再利用、艺术授权、经营模式、科技应用、展演方式与实施

成效与顾客研究，少有探讨博物馆之服务创新议题。本研究由 2013 年观光局提供之各博物馆信息，选取四大类型中游客人次最多的八大博物馆为研究个案，包括故宫、史博馆、陶博馆、金博馆、科博馆、海生馆、北美馆与国美馆，搜集其官方与主管机关之公开数据，再以知识赢家数据库搜集 2000 年至 2010 年的相关数据，并辅以专家访谈进行三角验证，以确保数据饱和与完整性，共汇整 548 项服务创新事件，并以每一事件为分析单元。本研究架构于文化价值观点，辅以博物馆功能行为，分析其创新活动的文化价值功能与历程，研究发现为：一、台湾博物馆已开始注重经济活动，并转型由顾客需求来思考活动内容的经营模式；二、我国博物馆产业创新活动多注重美学价值与社会价值的发展，较忽略其余文化价值；三、我国博物馆产业创新活动中，核心活动发挥的文化价值类别较多，而经济活动创新件数较多；四、生活美学成为博物馆文化价值功能的发展重心，而民众由欣赏平面美学，转换成生活中能实质接触的工艺、建筑与时尚美学。

关键词：服务创新、博物馆、文化价值、文创产业

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