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厦门大学

博 士 学 位 论 文

基于企业网络视角的自适应营销能力研究

A Study on Adaptive Marketing Capability:

Firm Network Perspective

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摘 要

随着信息技术在经济领域应用的不断深入，和全球化经济的加快发展，市场需求呈现出的特征变得更加多样化和差异化，越来越复杂、无序、多变。在这样的时代背景下，市场环境的剧烈变化对企业的营销管理工作提出了严峻的挑战，传统的营销组合策略失去了原有的作用，企业的营销创新速度也赶不上市场变化的速度。我们从全球视角也观察到，世界上有些原来十分优秀的企业实体，甚至是世界 500 强的知名企业虽然都拥有经典、系统的战略体系，如今却也走向衰败，其关键原因就是在当前的市场背景下，没能及时转变自身传统的营销战略模式，具有前瞻性地、主动地预测和适应市场环境即将发生的变化。近年来，学者们通过研究表明信息经济背景下，不仅信息超载将导致企业丧失信息处理能力、决策能力和任务排序能力，企业的路径依赖、行为惯性和结构性隔离也会带来组织僵化和行动的滞后性，导致企业营销能力水平与发展变化的市场需求存在越来越大的差距。企业只有通过持续不断的警觉性市场学习和预测、营销实验和协同合作网络进行开放营销培育和提升自适应营销能力水平，才能缩小这一差距，对市场环境变化产生自适应状态。

然而，在当今的商业环境中不仅充斥着各种机会，也隐藏着诸多威胁。由于自身资源约束的客观存在，任何一个企业都无法仅仅依靠自身的资源和能力去实现商业环境中机会所带来的价值、降低威胁所带来的成本。企业间的合作已经是一种普通现象，包括企业间的资源交换、产品或服务的共同开发、知识共享。如果没有企业网络关系间的相互协调、配合与支持，即使是具有高度警觉性和运营弹性的企业也很难促使自身资源和能力结构的调整速度能够及时跟上市场变化，进而充分、有效地利用外部机会。因此，企业自适应营销能力的培育和提升需要依赖于企业网络关系的合理创建和有效利用。

虽然学术界已有大量关于企业营销能力的相关研究，但大多停留在对静态营销能力和动态营销能力的理论探讨和实证研究上，自适应营销能力至今还是一个较新的理论构念，缺乏对其概念内涵、构成要素以及与静态营销能力、动态营销能力之间的本质区别的深入探讨和研究。本文基于复杂自适应系统理论，将自适

应营销能力界定为一种预见性的、主动性的、由外而内的探索能力、实验能力和整合协调能力的综合,是促使企业主动调整战略和策略以适应市场变化加快和不具规律性的一种扩展性营销能力。这种新的、扩展性的营销能力由市场预警、营销实验和开放营销等三方面子能力组成的。通过理论对比分析,本文认为自适应营销能力、静态营销能力和动态营销能力在理论基础、对环境的认识、分析视角、战略重点和主要内容等方面均存在本质区别,在不同的环境背景下对企业绩效也会产生不同的影响作用。为了进一步探讨自适应营销能力的形成机制,本文跳出现有研究关于"企业网络特征对企业绩效"和"企业自身特质对企业绩效"单独影响的假设框架,融合企业网络理论和自适应营销能力理论,深入分析探讨企业网络(包括垂直网络和水平网络)的范围和质量对自适应营销能力的影响作用,并引入公司企业家精神这一调节变量,分析企业的精神特质是否会对企业网络与自适应营销能力的影响作用机制产生影响。

因此,本文构建了两个理论研究模型,一是三种营销能力对企业绩效的作用机制对比模型;二是企业网络对自适应营销能力和企业绩效的影响作用机制模型。为了检验上述两个理论模型,本文以福建、广东和浙江三个地区的 225 个制造企业为研究对象,用了近 6 个月的时间对研究对象进行实地的深度访谈和问卷调查,运用 SPSS 19.0 版、AMOS18.0 版和 Eviews 7.0 版等分析软件对数据进行统计分析和检验,研究结果表明本文的理论逻辑框架基本成立。首先,本文自行开发了自适应营销能力测量量表,基于样本数据对三种营销能力的信度和效度检验,发现自适应营销能力和静态营销能力、动态营销能力具有良好的区别效度,实证分析结果表明虽然三种营销能力对企业绩效都具有一定的正向影响作用,但自适应营销能力的影响系数显著大于静态和动态营销能力的影响系数。并且,环境动态性正向调节自适应营销能力与企业绩效(包括财务绩效和市场绩效)的关系,而负向调节静态营销能力与市场绩效的关系以及动态营销能力与财务绩效的关系。这说明,当环境愈加动态发展变化时,自适应营销能力的正向积极作用会加大,而静态营销能力和动态营销能力的作用会减弱。其次,本文引入公司企业家精神这一调节变量,深入探究企业垂直网络和水平网络的范围与质量对企业自适应营销能力和企业绩效的影响作用机制。实证研究结果证明企业垂直网络和水平网络的范围与质量对自适应营销能力、企业财务绩效和市场绩效等因变量均具有显著的正向影响作用。但公司企业家精神在企业垂直网络和水平网络的范围和

质量与自适应营销能力的关系中产生了不同方向的调节作用。其中，公司企业家精神负向调节企业垂直网络范围与自适应营销能力的关系，而正向调节企业垂直网络质量与自适应营销能力的关系；相反，公司企业家精神正向调节企业水平网络范围与自适应营销能力的关系，而负向调节企业水平网络质量与自适应营销能力的关系。这说明当企业具备较强的创新、冒险和主动竞争意识时，为了培育企业自适应营销能力，应该更加注重加强企业垂直网络质量和扩大企业水平网络范围。

本文以营销能力理论、复杂自适应系统理论、企业网络理论为基础，综合公司企业家精神和环境动态性的相关理论观点，通过理论分析和实证检验深入地探究了自适应营销能力与静态营销能力、动态营销能力之间的本质区别，以及企业垂直网络和水平网络特征对自适应营销能力和企业绩效的影响作用机制。从理论角度而言，这不仅是上述多种理论融合的一种新的尝试，更是有效地补充和扩展了营销能力理论和企业网络理论，具有重要的理论意义；从现实角度而言，这不仅有助于企业根据自身所处的市场环境特征选择和培育相应的营销能力，也有助于企业根据内部精神特质调整和优化企业网络结构，达到企业的经营目标，具有深刻的实践指导意义。当然，本文在研究过程中也存在诸多不足，将在今后的研究中进一步加以完善。

关键词：自适应营销能力；企业网络；企业绩效

Abstract

With the deepening application of information technology in economic field and the accelerating development of economic globalization, market demand is not only diverse and differentiated, but also complex, disorderly, changeable. In this background, dramatic changes in the market environment posed a severe challenge to the enterprises' marketing management. Traditional marketing mix lost its original role, and company's marketing innovation could not keep up the speed of market changes. From a global perspective, we also found that some superior business entities，even well-known Fortune 500 companies，decayed now though they have a systematic strategy making process. The key reason is that they failed to change their traditional mode of marketing strategy, forward-looking and proactively predict and adapt to the market environment's impending changes. In recent years, researches have showed that not only overload information will lead to the loss of information processing capabilities, but also enterprises' path dependence, behavioral inertia and structural isolation will bring organization rigidities and action lag to the enterprises. Scholars have pointed out there is a widening gap between marketing capability of corporate and the changes in the market. Enterprises can close this gap only through continuous vigilant market learning and predicting, marketing experiments and open network marketing to improve their marketing capability and generate an adaptive state to the changeable market environment.

Today, business environment is not only filled with a variety of opportunities but also hidden with numerous threats. Every company can not rely solely on their own resources and abilities to achieve value of opportunity and reduce costs of threats because of its resource constraints. Cooperation is a common phenomenon between enterprises, including the exchanges of resources, joint development of products or services, information and knowledge sharing, and so on. Even though firms with a high degree of vigilance and operational flexibility can not catch up with the market changes without the coordination and support from each other between firm network relationships. Thus, enterprises should build an effective and efficient firm network in order to develop and improve their adaptive marketing capability.

Although there were a lot of theoretical and empirical studies on static and

dynamic marketing capability, adaptive marketing capability is still a new construct very few scholars studied on. Scholars has not disclosed the connotation and elements of adaptive marketing capability and discussed about the essential difference between adaptive, static and dynamic marketing capability. In this paper, the author defined that adaptive marketing capability is a foresight, proactive and outside-in integrative capability including vigilant learning, marketing experiment and open network marketing capabilities. Through theoretical comparative analysis, this paper proposed that adaptive marketing capability is different from static and dynamic marketing capability in the aspects of theoretical basis, environment awareness, analyzing perspectives, strategic focus and main content. Under different level of market uncertainty, three kinds of marketing capabilities will make different impacts on firm performance. By integrating adaptive marketing capability theory and firm network theory, this study analyzed the effects that firm vertical and horizontal network execute on adaptive marketing capability and firm performance. Further more, we examined the moderating role of corporate entrepreneurship in this influencing mechanism.

In this paper, two theoretical models were developed. The first one is the comparison model of three kinds of marketing capabilities' impact on firm performance. The second one is the influencing mechanism model of firm network acts on adaptive marketing capability and firm performance. In the empirical work, this paper studied on 225 manufacturing enterprises from Fujian, Guangdong and Zhejiang by 6 months of in-depth interviews and surveys. The hypotheses in this study were tested statistically by using SPSS 19.0, AMOS 18.0 and EVIEWS 7.0. The results showed that the theoretical frameworks were mainly supported. First, this paper found that there was a good discriminate validity between adaptive marketing capability, static marketing capability and dynamic marketing capability. Despite static and dynamic marketing capability also have positive effects on firm performance, the coefficient of adaptive marketing capability is significantly greater than that of static and dynamic marketing capability. Moreover, market uncertainty moderate the relationship between adaptive marketing capability and firm financial and market performance positively, but negatively moderate the relationship between static marketing capability and market performance and the relationship between dynamic marketing capability and financial performance. It means that the positive effects of adaptive marketing capability will increase, while the positive effects of

static and dynamic marketing capability will diminish when the uncertainty of market increase. Second, this paper studied on the influencing mechanism of vertical and horizontal firm network execute on adaptive marketing capability and firm performance by introducing the moderator of corporate entrepreneurship. Empirical results showed that the scope and quality of firm network had positive effects on adaptive marketing capability, financial performance and market performance. Corporate entrepreneurship negatively moderated the relationship between the scope of vertical network and adaptive marketing capability and the relationship between the quality of horizontal network and adaptive marketing capability. Oppositely, corporate positively moderated the relationship between the quality of vertical network and adaptive marketing capability and the relationship between the scope of horizontal network and adaptive marketing capability. It means that companies with much more innovative, active and risk taking spirit should pay more attention to strenghthen the quality of vertical network and expand the scope of horizontal network in order to foster adapative marketing capability.

In summary, this paper studied on the difference between three kinds of marketing capabilities and the influencing mechanism firm vertical and horizontal networks execute on adaptive marketing capability and firm performance theoretically and empirically based on marketing capability theory, complex adaptive system theory and firm network theory by integrating the theories of corporate entrepreneurship and market uncertainty. From the theoretical perspective, this is not only a new attempt to integrate the various theories, but also an effective complement and extend to marketing capability theory and firm network theory. So it has an important theoretical significance. From the practical perspective, this paper will not only help enterprises develop marketing capability according to market uncertainty, but also help enterprises adjust and optimize firm network structure to achieve their business objectives according to their own corporate entrepreneurship. So it also has a profound practical significance. Of course, there are some limitations in this study, which will be further refined in future studies.

Keywords: Adaptive Marketing Capablity; Firm Network; Firm Performance

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