

CITY UNIVERSITY OF HONG KONG
香港城市大學

**Research on the Elements of Supplier and
Relationship Process to Enhance the Effect of
Customer Solutions**
提升客戶解決方案效果的供應商要素及關係過程
要素研究

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摘要

企業的 B2B 行銷一直考驗著企業經營者及管理層的管理認知和洞察力。業界會將 B2B 行銷描述為關係行銷、組織間行銷、決策鏈行銷、解決方案行銷、服務行銷、知識資料庫行銷、信任行銷，學術界會探究 B2B 行銷在服務化、價值共創、解決方案概念背景下的企業行為分解情況。過往的定性研究文獻通過對企業的深度訪談，多年來總結了多種會影響供應商企業行銷成果的要素，並且對解決方案的形成過程、服務化過程的參與角色等進行了劃分，同時與對企業的調研情況進行對比印證。相關內容的分析視角、要素、要素涵蓋的內容範圍甚至是命名都各有千秋。

本研究基於關於 B2B 行銷、解決方案相關的文獻，搭建了解決方案形成的“供應商領域-關係領域-客戶領域”模型。通過對臥龍電驅的企業內部管理者以及客戶企業管理者的深度訪談，瞭解了受訪對象對企業行為要素的理解。在此探索性研究的基礎上，總結了過往相關的文獻變數，得出了本文希望進行實證分析的要素變數，並提出了相關假設和理論模型。為了更好地區分供應商與客戶企業對企業行為要素的理解的異同，本文採用了供應商-客戶雙邊視角的對比研究。

本文通過對過往文獻的綜述研究以及對供應商企業和客戶企業的深度訪談兩個步驟，總結並分析了多個過往研究中的影響解決方案效果的要素。在結合本文的研究目的、過往文獻結論以及企業行為要素的特徵表現後，得到兩個屬於供應商領域要素的公司級能力要素——業務流程能力、組織結構能力，以及一個涵蓋多種關係過程領域要素的公司級要素——客戶融入，並選取了有一定觀測價值和觀測可行性的客戶領域要素——價格敏感度，將以上四個要素作為本文主要研究的變數。

通過文獻理論推導、建立模型、探索性研究以及實證分析，本文有如下發現：在供應商-客戶雙邊視角下，供應商的業務流程能力、組織結構能力和客戶融入都能夠正向影響解決方案效果，並且客戶融入在業務流程能力、組織結構能力與解決方案效果的關係中起到正向的仲介效應；在客戶視角下，價格敏感度能夠顯著影響解決方案效果，並且客戶融入在這個影響關係

中起到正向的仲介效應；在供應商視角下，客戶價格敏感度與解決方案效果的關係不顯著，但是客戶價格敏感度能夠顯著正向影響供應商的客戶融入程度。同時發現，在客戶視角下，客戶價格敏感度會負向調節業務流程能力/組織結構能力對解決方案效果的正向作用，而這樣的調節作用在供應商視角下是不存在的。

本研究的研究結果表明，供應商企業可以通過加強業務流程能力、組織結構能力以及客戶融入程度，來提升解決方案效果。具體如何加強管理，可以從三項變數的低階構念入手，並按照構念的量表測度項瞭解可以開發的管理辦法。另外，價格敏感度是一個重要的客戶要素，非常值得供應商的重視。並且在供應商視角下不能發現客戶所認為應當存在的調節作用，說明了供應商企業在解決方案效果的評估機制方面未能真正地理解客戶需求和客戶思維。基於以上的研究結論，本文在最後總結了本研究結果對於企業經營的實際價值，並提出了相應的管理建議。

關鍵字：B2B 行銷，業務流程能力，組織結構能力，客戶融入，價格敏感度，解決方案效果

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Abstract

B2B marketing of enterprises has been testing the management cognition and insight of business operators and management. The industry will describe B2B marketing as relationship marketing, inter organizational marketing, decision chain marketing, solution marketing, service marketing, knowledge database marketing and trust marketing. The academic community will explore the decomposition of business behavior in B2B marketing under the background of servitization, value co creation and solution concept. Through in-depth interviews with enterprises, the previous qualitative research literature has summarized a variety of factors that will affect the marketing results of suppliers' enterprises over the years. We divided the formation process of solutions and the participation roles in the service process, and at the same time, compared with the research on enterprises. The analysis perspective, elements, content scope and even naming of relevant content are different.

Based on the literature on B2B marketing and solutions, this study built a "supplier domain relationship domain customer domain" model for the formation of solutions. Through in-depth interviews with Wolong group's internal managers and customer managers, we learned the respondents' understanding of the elements of corporate behavior. Based on this exploratory research, this paper summarizes the relevant literature variables in the past, obtains the element variables that this paper hopes to carry out empirical analysis, and puts forward relevant assumptions and theoretical models. To better distinguish the similarities and differences between suppliers' and customers' understanding of enterprise behavior elements, my paper uses the supplier customer bilateral perspective of comparative research.

This paper summarizes and analyzes the factors that influence the effect of solutions in many previous studies through two steps: a review of previous literature and in-depth interviews with suppliers and customers. After combining the research purpose of this paper, the conclusion of previous literature and the characteristics of enterprise behavior elements, we get two company-level capability elements belonging to the supplier field, named as business process capability and organizational structure capability. And we also get a company-level element

covering a variety of relationship process field elements, named as customer integration. We select the customer field element with certain observation value and feasibility - price sensitivity. We take the above four elements as the main variables of this paper.

Through literature theoretical derivation, model building, exploratory research and empirical analysis, this paper finds that: from the supplier customer bilateral perspective, the supplier's business process capability, organizational structure capability and customer integration can positively affect the solution effect, and customer integration plays a positive intermediary effect in the relationship between business process capability, organizational structure capability and solution effect; From the perspective of customers, price sensitivity can significantly affect the effect of solutions, and customer integration plays a positive mediating effect in this impact relationship; From the perspective of suppliers, the relationship between customer price sensitivity and solution effect is not significant, but customer price sensitivity can significantly and positively affect the degree of customer integration of suppliers. At the same time, it is found that from the perspective of customers, customer price sensitivity will negatively regulate the positive effect of business process capability/organizational structure capability on the solution effect, but such a regulatory effect does not exist from the perspective of suppliers.

The findings of this study indicate that supplier companies can improve solution effectiveness by enhancing business process capabilities, organizational structure capabilities, and customer engagement. Specifically, improving management can begin with understanding the lower-order constructs of the three variables and identifying potential management methods based on the scale measurement items of these constructs. Furthermore, price sensitivity is a crucial customer factor that suppliers should pay close attention to. The fact that the supplier's perspective failed to identify the moderating role that customers perceive should exist suggests a lack of true understanding of customer needs and mindset regarding the supplier's solution effectiveness evaluation mechanism. Based on these findings, this paper concludes by summarizing the practical value of this research for business operations and proposing corresponding management recommendations.

Keywords: B2B marketing, business process capability, organizational structure capability, customer merging, price sensitivity, solution effect

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