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Empirical Analysis of the Effect of Fitness between Competitive Strategy and Service Delivery System on the Marketing Performance

Kwang-Ho   Ahn

Jong-Wook   Yoon

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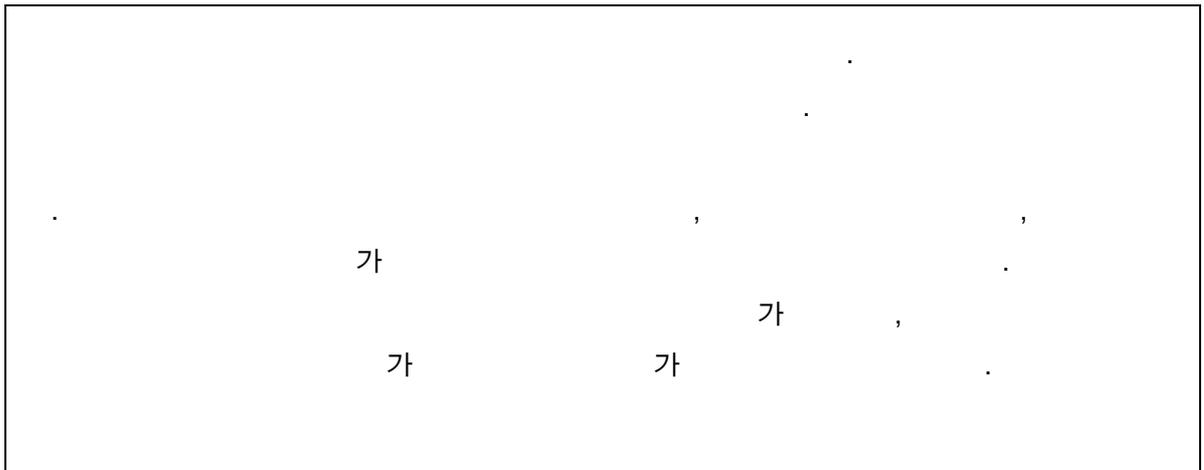
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,   .

(moment of truth)   (Normann, 1991).

(face-to-face contacts)   ,

(loyalty)   .

(service encounter)   .

,   (Schmenner,

1995).

,   .

(guardians of quality)   .

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.   <   1>   (service task),

(service delivery system),   (service standard)

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(Schmenner, 1995).

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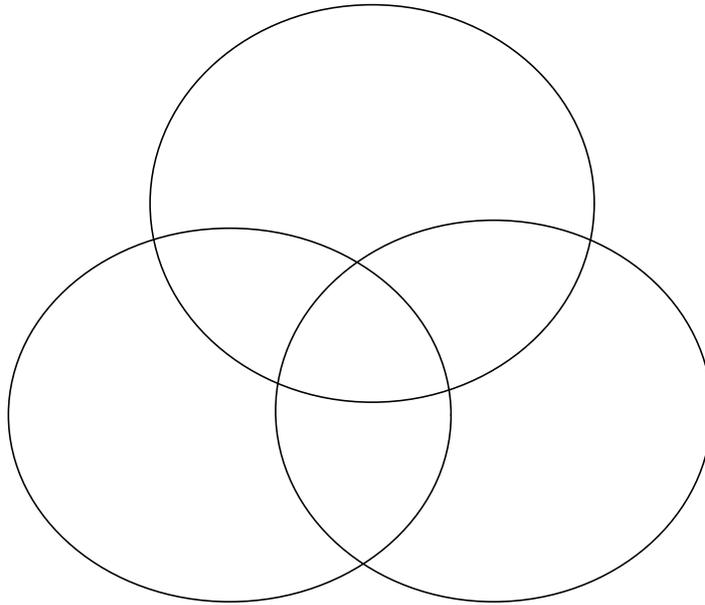
: Schmenner, R.W., Service Operations Management, Prentice Hall, 1995, p.19.

2.1.   (Service Encounter)

(   )   ,   (

)

(Schmenner, 1995). Fitzsimmons and Fitzsimmons(1995)   ,   ,

(interaction)   , Surprenant and

Solomon(1985)   (dyadic interaction)

.

Shostack   `   '

[Shostack, 1985].   Normann(1991)

(perceived quality)   .

(perceived quality)

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(Levitt, 1972).   (

)   .

Kelly(1989)

.   `

(service factory)'

,   `   (professional service)'

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: Kelly, S. W., "Efficiency in Service Delivery: Technological or Humanistic Approaches?," Journal of Service

Marketing, Vol.3, Summer 1989, p.48   .

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Robinson and Pearce(1985)   Miles and Snow

.   (Bourgeois, 1980; Dess and Davis, 1984;

Hambrick, 1983)   , 609   .

`   '   22   . Nayyar(1993)

`   '   18

, Krajewski and Ritzman(1993)   `   '   8   4

.

Fitzsimmons and Fitzsimmons   Math and Shapiro

. Fitzsimmons and Fitzsimmons(1995)   `

'   8   , Math and Shapiro(1993)   `   '   6

.   Math and Shapiro

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Robinson and Pearce(1985)	, , , , , , , , , , , , , R&D) , , , , , , - 22
Nayyar(1993)	, , , , , , , , , , , , , , , - 18
Krajewski and Ritzman(1993)	(, ((,), ((, ,), ((,) - 8
Fitzsimmons and Fitzsimmons(1995)	, , , , , , , - 8
Math and Shapiro(1993)	, , , , , - 6

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(Service Delivery System)   (manufacturing)   (delivery)
(Lovelock, 1983).

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(Fitzsimmons and Fitzsimmons, 1995).

Lovelock(1983), Schostack(1987),

Schmenner(1995)   , < 3>   .

Lovelock   (1)

, (2)   .

Schostack(1987)   ,   ,   (complexity)

(divergence)   .

,

(, 1994).

Schmenner(1986)   Schostack   < 3>

(degree of labor intensity)   (degree of contack /

customization)   .

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	1 ( )	2 ( )
Chase(1978)		
Thomas(1978)		
Lovelock(1983)		
Shostack(1987)	/	/
Schmenne(1986, 1995)	/	/

< 3>   .

,   Normann(1991), Chase(1978), Schmenner(1995), Fitzsimmons and
Fitzsimmons(1995), Murdic et al.(1995)   .

Fitzsimmons and Fitzsimmons(1995)   (1)   `   ' (2)

`   '   .   ,   ,

(capacity planning)   ,   ,
(managing capacity and demand),   .

Normann(1991)   ,

(Chase, 1978; Schmenner, 1995; Fitzsimmons and Fitzsimmons, 1995; Murdic et al., 1995; Hayes and
Wheelwright, 1984)

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<표 4>

			/	
			/	Hayes & Wheelwright(1984), Chase (1978), chnenner(1995), Skinner(1995)
				Chase(1978), Schnenner(1995), Fitzsimmons & Fitzsimmons(1995), Bitner(1990), Kotler(1974)
/		/	/	Evans et al.(1984), Hill(1993), Schnenner(1995), Fitzsimmons & Fitzsimmons(1995)
			/	Porter(1980)
		/	/	/	/	Chase(1978), Schnenner(1995), (1994),
			/	Buzzel & Wiersema(1981), Schoeffer et al(1974), Schnenner(1995)
		( )	/	( )	Schnenner(1995)
				Buffa(1984), Schnenner(1995), Chase(1978),

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3 1.

            (concept of fit)

                    ,   ,   (favorable

match)   .

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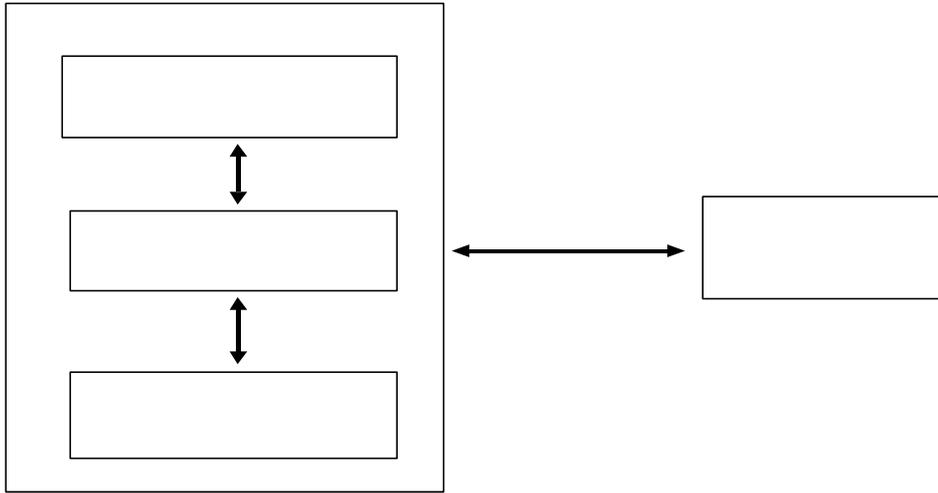
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<   2>   , Porter(1984)   "   "

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Schmenner(1995)   "   "   "   "   7

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(pilot test)   /   .

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(eigen value)   1   3   .

<   5>   (factor loding)

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I

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II   ,

,   ..

III   /

III   ·   .

< 표 5>   (   )

	I ( )	II ( )	III ( )
STR4:	<u>0.82</u>	-0.22	0.05
STR5:	<u>0.80</u>	0.37	0.08
STR10:	<u>0.77</u>	0.18	-0.08
STR9:	<u>0.71</u>	0.35	0.18
STR2: /	<u>0.70</u>	<u>0.46</u>	0.12
STR8: /	<u>0.62</u>	0.37	0.14
STR12: /	<u>0.59</u>	<u>0.40</u>	<u>0.49</u>
STR3: (availability)	0.01	<u>0.83</u>	0.05
STR6: /	0.50	<u>0.64</u>	0.23
STR7:	<u>0.49</u>	<u>0.58</u>	-0.04
STR1:	-0.12	-0.05	<u>0.89</u>
STR11: /	0.42	0.27	<u>0.53</u>
	5.81	1.25	1.04
	0.48	0.59	0.68

주)   0.4

                        3   (   )

                          .

                                              (factor score)

Ward   (cluster analysis)   3   (   )   .
< 표 6>   .

< 표 6>

	A (63)	B (16)	C (16)	F-value	Duncan
I ( )	-0.009 (0.911)	-0.504 (1.302)	0.537 (0.700)	5.30***	{3}{1}{2}
II ( )	0.026 (0.837)	-1.123 (0.438)	1.026 0.786	34.76***	{3}{1}{2}
III (.)	0.549 (0.597)	-1.005 (0.650)	-1.008 (0.915)	62.52***	{1}{2,3}

주)   , ***: p-value <= 0.01

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(dominant competition strategic factor) :

.

(equivalent competition strategic factor) :

.

(indifferent competition strategic factor) :

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,   <   6>   I(   )   C

,   A   ,   B

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,   A   ,   B

.

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( )			
I ( )	3) .	1) 2)	
II ( )			1) 2) 3) .
III ( )	1) 2)		3) .

<   7>   .   A   ,

III(·   )   ,   I(

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)   II(   )   .

A   .   B 3

.   B   .   C

I(   )   II(   )   ,

III(·   )   .

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C   .   A

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		/ /				
	19	12	15	13	4	63
	2	1	11	1	1	16
	5	4	3	1	3	16
	26	17	29	15	8	95

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-    /                    (CAP12)
-                    (LOC23)
-              (INT1)
-                              (INT2)
-      /                    (PLAN123)
-     (QUAL)
-                    (ORG2)
-       /     (PER)
-          (STD)
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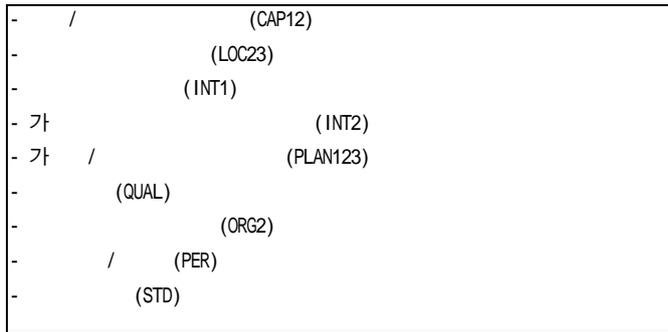
1993-1995   3   ,   ,
.   (multicollinearity)   stepwise
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SDS			
INT2:	0.02	-0.03	
STD:	0.05***		0.05*
LOC23:			0.12***
	-0.15	0.39***	0.55***
F	4.34***	2.68	13.23
R-square	0.14	0.21	0.69

) * : 0.05 < p-value <= 0.10, *** : p-value <= 0.01,   : 0.10 < p-value <= 0.20

<   11>

SDS			
STD:	0.12**	0.01	
INT2:	0.06*	-0.08**	
CAP12: /	-0.01		
LOC23:			0.12***
	-0.03	0.06***	0.08***
F	3.09**	4.09**	10.74***
R-square	0.15	0.48	0.57

) * : 0.05 < p-value <= 0.10, ** : 0.01 < p-value <= 0.05,

*** : p-value <= 0.01,   : 0.10 < p-value <= 0.20

표 1 및 표 2

< 표 12>

		AGR	APR	ROI	AGR	APR	ROI	AGR	APR	ROI
CAP12: /				−						
LOC23:									++	++
INT2:			+	++		−	−−			
STD:			++	++			+		++	

) AGR :   ; APR :   ; ROI :

++/−− : p-value <= 0.10   +/− : 0.10 < p-value <= 0.20

4   . <   10>   .

/   (CAP12) :   (   )

            /   ( )

            .

            (LOC23) :

                                              .

                  (INT2) :

                            ,

                        .

            (STD) :

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LL	14	7	3	24
LH	11	0	3	14
HL	14	9	3	26
HH	27	2	9	38
	66	18	18	102

( ) LL :   /   , LH: /   ,

 HL :   /   , HH: /

<   14>, <   15>, <   16>   .

<   17>   .

<   14>

					F
LL	0.18 (0.18)	0.20 (0.10)	0.25 (0.08)	0.20 (0.14)	0.26
LH	0.27 (0.17)	-	0.13 (0.14)	0.24 (0.17)	1.57
HL	0.25 (0.15)	<u>0.17</u> (0.22)	<u>0.19</u> (0.11)	0.22 (0.17)	0.64
HH	0.19 (0.16)	0.06 (0.24)	0.08 (0.14)	0.17 (0.17)	2.61*
	0.22 (0.16)	0.17 (0.18)	0.13 (0.13)	0.20 (0.16)	2.33*
F	0.75	0.44	1.48	0.70	

)   :   ,   :

 ,   * : $0.05 < p\text{-value} <= 0.10$

<   15>

					F
LL	0.21 (0.16)	0.25 (0.09)	0.09 (0.06)	0.21 (0.14)	1.38
LH	0.09 (0.11)	-	0.08 (0.05)	0.09 (0.10)	1.01
HL	0.13 (0.14)	0.31 (0.13)	0.10 (0.08)	0.19 (0.15)	5.26***
HH	<u>0.15</u> (0.13)	0.18 (0.19)	<u>0.16</u> (0.20)	0.16 (0.15)	0.02
	0.15 (0.14)	0.27 (0.12)	0.12 (0.15)	0.17 (0.15)	5.92***
F	1.59	1.08	0.29	2.25*	

)   :   ,   :
, * : 0.05 < p-value <= 0.10, *** : p-value <= 0.01

<   16>

					F
LL	0.04 (0.04)	0.04 (0.02)	0.01 (0.01)	0.04 (0.03)	0.67
LH	0.01 (0.02)	-	0.01 (0.00)	0.01 (0.02)	0.42
HL	0.02 (0.03)	0.06 (0.02)	0.01 (0.01)	0.04 (0.03)	3.50**
HH	0.03 (0.03)	0.05 (0.01)	<u>0.02</u> (0.03)	0.03 (0.03)	0.71
	0.03 (0.03)	0.05 (0.02)	0.02 (0.02)	0.03 (0.03)	4.91***
F	1.01	0.83	0.28	1.55	

)   :   ,   :
** : 0.01 < p-value <= 0.05, *** : p-value <= 0.01

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