長榮大學管理學院經營管理博士班108學年度第2學期資格(學科)考試

行銷管理試題(A卷)

1. How do consumers make purchasing decisions ? (25%)

2. What factors affect the rate of diffusion and consumer adoption of newly launched products and services ?(25%)

※備註：試卷隨題交回

長榮大學管理學院經營管理博士班108學年度第2學期資格(學科)考試
行銷管理試題(B卷)

1. 請根據附件文章 "Relationship marketing: looking backwards towards the future"，完整論述此篇文章對於未來關係行銷研究的主要論點；並分析過去與現在關係行銷研究的觀點，試評論此篇文章主要論點的pros and cons。(50%)

※備註：試卷隨題交回

108-2博士班資格考試題附件

Relationship marketing: looking backwards towards the future

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Abstract

Purpose – This paper aims to review the growth and development of the field of relationship marketing and, through a consideration of this body of work, identifies key research priorities for the future of relationship marketing. The paper also delineates the frequently confused associated concepts of customer relationship management and customer management and considers how they fit within the broader concept of relationship marketing.

Design/methodology/approach – This paper undertakes a review of the relationship marketing literature, supplemented by the authors' on-going interactive research with managers.

Findings – The paper reviews alternative approaches to relationship marketing, reflects on the development of the field of relationship marketing and identifies three critical priorities for future research in relationship marketing.

Practical implications – The research priorities that are identified in this paper represent important priorities for scholars, managers, regulators and policy makers.

Originality/value – Although there is now a substantial body of research on relationship, marketing, much of this work focuses on the customer-firm dyad, with a smaller body of work focusing on a broader range of stakeholders. This paper argues for the broadening of the role of relationship marketing to consider ecosystems; the need for firms to shift from a value-in-exchange to a value-in-use perspective when addressing customer relationships; and the critical need to address "dark side" behaviour and dysfunctional processes in relationship marketing.

Keywords CRM, Co-creation, Relationship marketing, Stakeholder, Customer management, Ecosystem

Paper type General review

"The farther back you can look, the farther forward you are likely to see".
–*Sir Winston Churchill*

Introduction

When an important concept has been the subject of study by scholars for a substantial period, it is timely to undertake an assessment of its contribution. Relationship marketing has now grown up. It is over three decades since a conference publication at an American Marketing Association services marketing conference (Berry, 1983) and an influential paper in the *Harvard Business Review* (Levitt, 1983) started to capture the imagination of scholars and practitioners. It is now appropriate to reflect on both the past history and future prospects for relationship marketing. We offer a personal reflection on relationship marketing, a field that has had a strong influence on our work and that of numerous scholars.

The study of relationship marketing originated in the areas of industrial marketing (Levitt, 1983) and services marketing (Gummesson, 1977; Grönroos, 1983). However, Berry's (1983) use of the specific term "relationship marketing" was what raised great interest amongst scholars. The rise of relationship marketing since then was not so much a discovery as a rediscovery of an approach that has long proved to be the cornerstone of many successful enterprises. The first academic text book on relationship marketing was published in 1991 (Christopher *et al.*, 1991), and the first practitioner book was also published that year (McKenna, 1991). By the mid-1990s, relationship marketing was receiving increased visibility, in terms of marketing practice and academic research, after being "on marketing's back burner for so many years" (Berry, 1995, p. 237). With an increasing number of scholars undertaking research in relationship marketing, it was not surprising that different themes and foci were starting to develop. These different perspectives were recognised by Coote (1994), who characterised three approaches to relationship marketing (Figure 1).

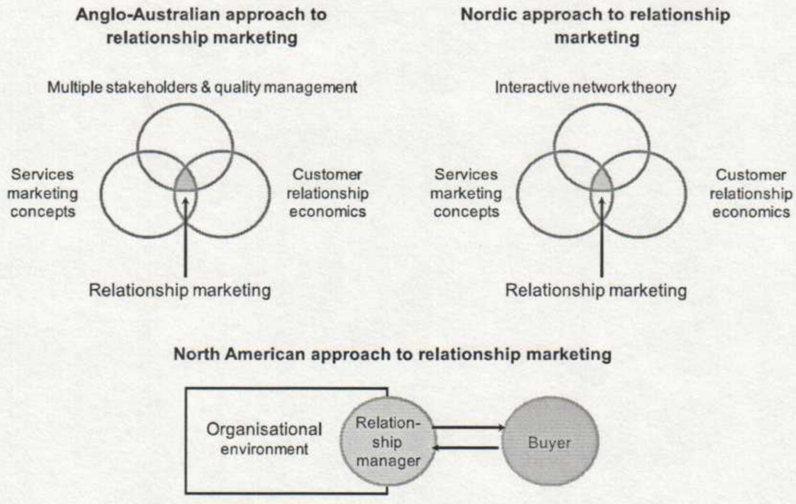
Two of these approaches, Anglo-Australian approach (Christopher *et al.*, 1991) and the Nordic School (Gummerus and von Koskull, 2015), had much in common. By contrast, the North American approach (Sheth and Parvatiyar, 1995) emphasised dyadic relationships between supplier and customer in the context of the organisational environment. Although

The current issue and full text archive of this journal is available on Emerald Insight at: **www.emeraldinsight.com/0887-6045.htm**

Journal of Services Marketing
31/1 (2017) 11–15
© Emerald Publishing Limited [ISSN 0887-6045]
[DOI 10.1108/JSM-11-2016-0380]

Received 4 November 2016
Accepted 14 November 2016

Figure 1 Broad approaches to relationship marketing



Source: Adapted from Coote (1994)

Coote's typology of alternative approaches to relationship marketing is not complete, it is useful in highlighting the different foci that were developing.

Growth and maturing of the field

From the second half of the 1990s, work on relationship marketing started to grow substantially. As the relationship marketing literature continues to develop, Sheth (1996) argued that the domain of relationship marketing should be limited to include only those collaborative marketing activities that are focused on serving the needs of the customer. In contrast to this view, many other scholars argued that relationship marketing should encompass a much wider range of stakeholders (Christopher *et al.*, 1991; Morgan and Hunt, 1994; Gummesson, 1999). Since then, this broader perspective of relationship marketing has progressively gained ground.

Over the next 15 years, since the start of the millennium, there has been considerable further advancement in the field of relationship marketing. This period marked a substantial rise in applying the use of technology to managing customer relationships. Technological advances in many areas, including increased computer power, more affordable data warehouses, availability of "big data" and advances in internet infrastructure have collectively influenced what managers can do to develop and enhance relationships. In particular, the increased ability to use information technology to generate customer insights and apply these insights in relationship marketing programs led to the rise of customer relationship management (CRM). Whilst the two terms – relationship marketing and CRM – are frequently used interchangeably, it is important to recognise how CRM fits with relationship marketing. In Figure 2, drawing on Frow and Payne (2009), we clarify the distinction between the concepts of relationship marketing, CRM and customer management.

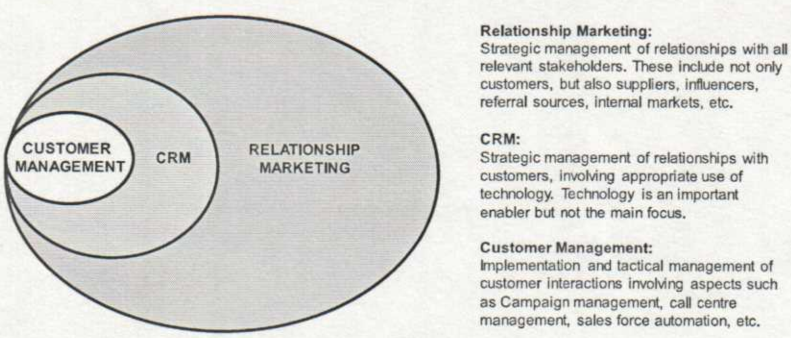
The past decade has continued to see a substantial rise in scholarly interest in relationship marketing, as evidenced by a dramatic increase in Google Scholar publication counts of references to relationship marketing, as shown below:

1985 up to 1995 794

1995 up to 2005 12,700

2005 up to 2015 34,200

Figure 2 Relationship marketing, CRM and customer management



This level of scholarly interest confirms that relationship marketing remains a growing area of importance within the field of marketing.

Zooming out towards the future of relationship marketing

While there are a number of contenders, we highlight three research priorities that we consider to be especially important to relationship marketing's future progress:

1. the transition from dyads to stakeholders to ecosystems;
2. the relational opportunities that arise in the transition from value-in-exchange to value-in-use; and
3. the need for collective action to address the endemic dark side behaviours that have arisen through the inappropriate use of relationship marketing and CRM.

We consider these areas are representative of where the field of relationship marketing should "zoom out" (Moss Kanter, 2011).

Broadening relationship marketing: from dyads to stakeholders to ecosystems

For too long, the mainstream marketing literature and much of the relationship marketing literature have neglected the importance of *building long-term relationships with other stakeholder groups, as well as with customers*. In contrast to the research that has dominated much of the North American approach to relationship marketing, there is now a growing consensus that a relational focus on the customer-firm dyad should be extended to the network of stakeholder relationships (Gummesson, 1999; Payne *et al.*, 2005). Developments in digital, mobile and social technology are impacting not only the dynamics of the customer–firm relationships but also the firm's relationship with all its stakeholders. As a consequence, discussions about the firm, its brands, its product and service offers and its customer service experience performance are now instantly available to a much larger number of stakeholders, whose relationships may be highly important to the firm's future success. As Payne and Frow (2013, p. 157) note:

> The traditional model of creating carefully-crafted centrally-controlled positive messages and images for stakeholders and communicating these at regular and strategic intervals has gone. Instead, there is also organic and spontaneous commentary - and even activism - unfolding in real time.

Over time, interest in stakeholders has progressively developed from networks (Snehota and Håkansson, 1995) to stakeholders within market domains (Christopher *et al.*, 1991) to a wider consideration of relationships (Gummesson, 1999) and, more recently, to ecosystems. Markets are becoming increasingly complex, and we content that relationship marketing managers need to consider the broader implications of the ecosystem in which they operate. An ecosystem can be considered at four levels: *micro*, *meso*, *macro* and *mega* (Gummesson, 1999), with each level dynamically linked to the other levels. The ecosystem construct makes relationship marketing interdependencies more explicit (Adner and Kapoor, 2010). Academic research and managerial practice needs to extend their considerations of immediate customer–firm relationships to encompass a much broader range of collaborative relationships within the ecosystem, which will have an important impact on the well-being of the firm.

Relationship marketing: from value-in exchange to value-in-use

The second research priority we highlight relates to co-creation of value and the shift from value-in-exchange to value-in-use. Over the past two decades, there has been a progressive shift from considering customers as "passive audiences" to appreciating them as "active players" (Prahalad and Ramaswamy, 2000). This transformation has important implications for relationship marketing as perceptions of value shift from "value creation through exchange" to "value creation through use". Changes in the market environment represent substantial opportunities to build and enhance customer relationships through co-creation. Suppliers can seek to build closer relationships through opportunities provided by technological breakthroughs, changes in industry logics and changes in customer preferences and lifestyles (Payne *et al.*, 2008). With these changes, firms need to shift from a unidirectional perspective of viewing customers as largely passive receivers of value to ones where they can more actively engage in mutual value co-creation. The contemporary view, which is now becoming more widely acknowledged, is that "value-in-use" is co-created (Vargo and Lusch, 2008). Hence, co-creating value-in-use in a "joint sphere of responsibility" (Grönroos and Voima, 2013) becomes the concern of both customer and firm and is one that is critical to strengthening customer–firm relationships. Value-in-use seeks the active participation of the customer in resource-sharing and contributing and enhancing relational outcomes.

We argue that relationship marketing research that focuses on understanding how to create ongoing value-in-use, rather than considering just how to build relationships, represents a further key priority. Within business markets, a broader focus is needed than focusing on managing relationships with direct customers to considering the customer's customer. This is especially important in intermediated markets. Relationship marketing initiatives will be substantially enhanced where the supplier firm places much greater emphasis on helping their customer's customer create value-in-use.

"Dark side" behaviours and relationship marketing

The final important area for future research that we draw attention to relates to "dark side" behaviours in relationship marketing. Historically, relationship marketing has been proposed as a "good thing". Much of the relationship marketing literature extols the benefits from adopting a relational approach to customers (and, where appropriate, other relevant actors). However, much less attention has been directed at instances of poor application of relationship marketing and deliberate or unintentional behaviour that damage customer relationships. This is a topic that has been substantially under researched, and there is evidence that dark side behaviour is widespread and may even be growing. There are many instances of such dark side behaviour (Frow *et al.*, 2011; Nguyen *et al.*, 2015). For example, McGovern and Moon (2007, p. 80) call attention to the many companies that infuriate customers by deliberately "binding them with contracts, bleeding them with fees, [and] confounding them with fine print". These latter authors argue that particular industries such as mobile phone providers, car rental companies, banks, health clubs, video stores and credit companies are especially prone to these dark side practices.

While the focus of some work focuses on *service provider dark side behaviour*, there are also instances of *customer dark side behaviour* where customers attempt to take advantage of the service provider. Examples of dark side behaviour are widespread and include information about customers being sold to third parties without the customer's consent; the provision of misleading information; hiding needed information from customers, resulting in their poor decisions; complex pricing alternatives; invasion of privacy; and charging for unneeded services. Dark side behaviour in relationship marketing represents an area requiring urgent attention by researchers and much-needed action by policymakers and regulators. This area is important as research in other areas suggests negative behaviours may have a greater impact on close relationships than positive behaviours (Baumeister *et al.*, 2001). Amongst the research priorities are clarifying the exact extent and forms of dark side behaviour within different industry sectors; determining the motives for such behaviour; understanding the financial consequences and outcomes of dark side behaviour more fully; and considering how information regarding instances of dark side behaviour can be made more visible and actionable by the companies themselves, industry bodies, policymakers and regulators.

Concluding remarks

We are firmly optimistic about the future of relationship marketing. Although the field of relationship marketing has been a topic of academic research for over two decades, the field appears even more relevant in the highly complex and multifaceted relationships that exist currently. Interest in relationship marketing continues to grow strongly as evidenced by a continuing stream of scholarly work. We agree with Sheth (2015, p. 6) who argues that there is now a substantial opportunity "to synthesize the diverging practices and perspectives into a comprehensive theory of relationship marketing". In addressing the synthesis of the diverging practices and perspectives in relationship marketing, "zooming out" represents a first step in considering the scope and future of relationship marketing. This step should be followed by a process of "zooming in" (Moss Kanter, 2011), which involves a more detailed focus on identification and classification of specifics of the relationship marketing phenomena. We look forward to this much-needed synthesis and to the next 25 years of relationship marketing research with great excitement!

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長榮大學管理學院經營管理研究所博士班108學年度第2學期學科考試
財務管理試題(A卷)

一、傳統代理問題中，公司股東與債權人之間的利益衝突為何？如何解決股東與債權人之間的代理問題？(20%)

二、何謂投資組合效率前緣(efficient frontier)？對於投資人有何啟示？如何結合個人無異效用曲線，選出理想的投資組合？(20%)

三、公司資本結構理論中，依據MM有稅論，舉債利息有稅盾效果(tax shield)。請說明代理成本與財務危機成本如何影響公司價值(最適資本結構理論)？(20%)

四、股票評價方法所計算的理論價格與實際價格往往是不相等，這可能是市場對於資訊反應程度不同所造成。請說明Fama(1970)效率市場假說內涵？(20%)

五、最近常見上市(櫃)公司的併購案，如果雙方對於併購案並無合意，目標公司(被併公司)有何預防或反抗措施，可以抵抗主併公司的惡意併購行為?(20%)

※備註：試卷隨題交回

長榮大學管理學院經營管理研究所博士班108學年度第2學期學科考試
財務管理試題(B卷)

1. 何謂「代理問題（Agency Problem）」？(5 分)

2. (A)股票購回（Stock Repurchase）之意義為何？有三種主要類型呢？(20分)

   (B)公司實施 Stock Repurchase 的理由與目的分別為何呢？(10分)

3. 假設投資1,000元於帳戶中，求 4 年後的終值。此帳戶有10%的一般年利率：(10分)

   (1)每年複利一次。

   (2)每半年複利一次。

   (3)每月複利一次。

   (4)連續複利。

   (5)由上面的結果發現？

4. 長榮公司是一家剛成立的公司，因為需將盈餘再投資以獲得更高的利潤，所以預期10年內皆不會發放股利。第11年之後長榮每年支付每股10元的股利，而且股利以每年5%成長。如果該股票的必要報酬率等於10%，則目前股價為何？(5分)

長榮大學管理學院經營管理博士班108學年度第2學期資格考試
策略管理試題(A卷)

『台積電於 2020 年 5 月 15 日宣布將在美國亞利桑那州興建且營運一座先進晶圓廠，將採用 5 奈米製程，預計 2021 年動工，2024 年量產；至於投資金額，台積電指出在這專案的支出，包括資本支出約 120 億美元。台積電表示，亞利桑那州的新廠規劃月產能為 2 萬片晶圓，將創造超過 1,600 個高科技專業工作機會，並將在半導體產業生態系統中，間接創造上千個工作機會。』

1. 若從規模經濟與生產成本角度來看，台積電這項赴美投資案並不划算，但台積電仍宣布該投資案。請您從網絡定位策略觀點，分析台積電為何要推動這項赴美投資案。(25%)

2. Mintzbergand, Ahlstrand 與 Lampel (1998)將策略理論分成十個學派(schools)，請您從權力學派(power school)觀點，分析台積電該如何進行這項赴美投資案。(25%)

※備註：試卷隨題交回

長榮大學管理學院經營管理博士班108學年度第2學期資格考試

策略管理試題(B卷)

一、SWOT交叉分析策略表(如下表一)是一種常見的策略形成工具。面對台灣少子女化，高教市場之經營面臨極大挑戰，尤其各校博士班的經營更顯困難，雖然本校經營管理博士班近年來招生狀況一直維持高檔，但面對外在環境如此惡化，仍需積極研擬相關策略加以因應。

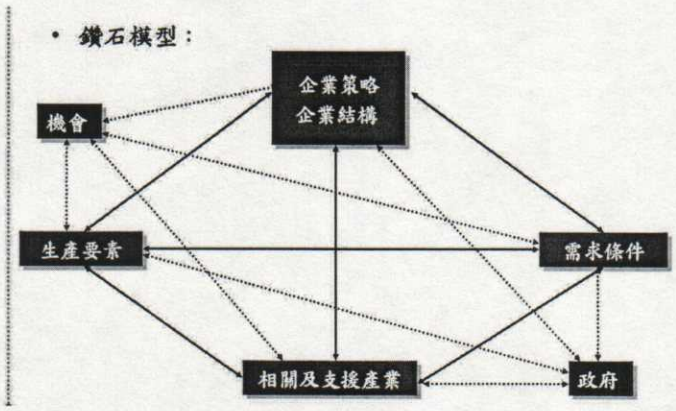
假設今日您被翁執行長委以重任，擔任長榮大學經營管理研究所博士班”**招生策略長**”一職，請您以SWOT交叉分析策略表為工具，具體分析本所博士班目前之內外部相關因素；並據以形成相對應的可行策略，提供翁執行長至少四項具體可行之招生策略。(提示:先進行SWOT分析，再根據前項結果形成 SO、WO、ST、WT 等策略) (25%)

表一

內部因素 / 外部因素	優勢(Strength)	弱勢(Weakness)
機會(Opportunity)	SO：Maxi-Maxi策略	WO：Mimi-Maxi策略
威脅(Threat)	ST：Maxi-Mini策略	WT：Mini-Mini策略

二、鑽石模型是由美國哈佛商學院著名的策略管理學家Michael Porter 提出的。波特的鑽石模型用於分析一個國家某種產業為什麼會在國際上有較強的競爭力。波特認為決定一個國家的某種產業競爭力的有四個因素(見圖一)：

近來發生的新冠肺炎造成全球極大的人命與經濟損失，並徹底改變了人類的生活型態。在這波疫情的衝擊下，台灣展現了世界級的防疫能力，這背後的”口罩國家隊”功不可沒。在後疫情時代請您依鑽石模型加以分析，台灣口罩產業進軍世界盃有無具備競爭優勢。(25%)



圖一鑽石模型

※備註：試卷隨題交回