



國立高雄應用科技大學
企業管理系碩士班

碩士論文

虛實零售的互惠效應

—多通路行銷市場互補綜效之研究

The Reciprocal Effect of Online and Offline Retail
-A Research on the Synergy of Multi-channel Marketing

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摘要

隨著網際網路的盛行，許多公司開始利用網際網路為通路進行電子商務。網路零售調查顯示美國排名前十名的網路零售商就有七間同時提供實體和虛擬通路，研究也指出多通路所帶來的利益較單一通路高，因此各行各業的公司都進行多通路行銷。同時，我們也目睹了快速發展的網際網路促使了自助服務科技的發展，例如與我們每天生活接近的零售產業也開始使用多媒體事務機 (Kiosk) 為虛擬銷售通路以獲得更多收益。過去的多通路研究有兩個缺口，第一個缺口為許多研究探討實體公司提供的虛擬通路，也就是說，過去研究專注於探討虛擬通路；第二個缺口為研究專注於探討實體通路對於虛擬通路的影響，他們將虛擬通路視為實體通路的延伸。本研究的目的為探討實體通路和虛擬通路的互惠效應以彌補此兩缺口。本研究根據Oliver的認知—情感—意圖理論，探討顧客對於實體通路7-ELEVEn的服務品質、信任及滿意對於忠誠度的影響，以及顧客對於虛擬通路ibon多媒體事務機的自助服務科技服務品質、自助服務科技信任及自助服務科技滿意度對於自助服務科技忠誠度的影響，並驗證7-ELEVEn與ibon的虛實信任及滿意是否會對虛實忠誠度產生互惠效應。本研究在高雄市五個地區的7-ELEVEn進行攔截抽樣，有效問卷共659份，以結構方程模式分析獲得下列結論：(1) 在實體通路方面，實體通路的互動及結果品質對於信任及滿意有正向影響；實體通路的信任及滿意對於忠誠度有正向影響。(2) 在虛擬通路方面，自助服務科技互動、環境及結果品質皆對於自助服務科技信任及滿意有正向影響；虛擬通路的自助服務科技信任及滿意對於自助服務科技忠誠度有正向影響。(3) 虛實信任對於虛實忠誠度無顯著影響；虛實滿意對於虛實忠誠度有正向影響，也就是虛實滿意會對虛實忠誠度產生互惠效應。最後，依據研究結果提出學術貢獻及管理意涵。

關鍵字：多通路、自助服務科技、服務品質、信任、滿意、忠誠度

The Reciprocal Effect of Online and Offline Retail

-A Research on the Synergy of Multi-Channel Marketing

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ABSTRACT

With the prevalence of the Internet, many companies start to exploit the Internet to engage in electronic commerce. According to recent a survey of Internet Retailer, seven of the top-ten Internet retailers in the USA have both presence of brick-and-mortar and online channels. Studies have shown that companies with multi-channels earn more profit than those of single-channel. As a result, companies of various industries are engaging in multi-channel marketing. At the same time, we have witness the rapid growth of Internet-enabled Self-Service Technologies (SST). For an instance, very close to our daily life, retail industry uses Internet-enabled Multi-Media Kiosk as an online channel in order to provide convenient services and gain more profit. Prior literature on multi-channel has two gaps. The first is that most studies answered questions related to the online presence of a brick-and-mortar. In other words, they focused more on virtual channels than offline channels. The second is that when studies exploring the interplay between online channels and offline channels, most of them, if not all, investigate the effects of offline channels to online channels. In other words, they see online channels as an extension of offline channels. The purpose of this thesis is to fill the gap, at least partially, by investigate the reciprocal effects between the two types of channels. Consequently, based on the paradigm of cognitive - affective - conative proposed by Oliver, this study investigate the effect of service quality on trust and satisfaction, the effect of trust and satisfaction on loyalty, and the reciprocal effect of online and offline channel. To test the model, we collected data from 7-ELEVEN ibon users in Kaohsiung city, Taiwan. A total of 659 valid responses were obtained. Using SEM as the analysis tool, the results are as follows: (1) In terms of offline channel, both interaction and outcome quality had a positive effect on trust and satisfaction. Trust and satisfaction had a positive effect on loyalty. (2) In terms of online channel, SST interaction, environment and outcome quality had a positive effect on SST trust and

SST satisfaction. SST trust and SST satisfaction had a positive effect on SST loyalty.(3) Both trust and SST trust had no direct effect on loyalty, while satisfaction had a positive effect on SST loyalty and SST satisfaction had a positive effect on loyalty. In general, satisfaction had the reciprocal effect on online and offline loyalty. Implications for academics and practitioners are discussed.

Keywords: Multi-Channel, Self-Service Technology, Service Quality, Trust, Satisfaction, Loyalty

第一章 緒論

第一節 研究背景

近年來，由於網際網路的發展，透過網路搜尋、購買、比價的便利性、匿名性、無國界、不受營業時間限制的即時性及消費者具有較強的自主性等特性都讓透過網路購物的人數快速增加，市場型態由原本的實體市場轉變成包含電子交易的市場 (Parasuraman & Zinkhan, 2002)。傳統的市場主要以面對面的方式進行，而網路的盛行成為許多公司延伸通路的另一個管道，多通路的銷售管道越趨盛行，大型零售商開始建立多通路的型態，現今許多公司不斷增加新的銷售通路，像是建立虛擬通路以販售產品或服務以滿足顧客的需求，在這樣的市場變化趨勢中，很多消費者逐漸變成多通路的購物者。隨著網際網路成為一個重要的銷售通路，零售商可分為三種型態，第一種為純網路的電子零售商 (pure-play)、第二種為提供實體商店的傳統零售商 (brick-and-mortar) 以及第三種提供實體和虛擬商店的多通路零售商 (brick-and-click) (Zettelmeyer, 2000)。

根據Internet Retailer (2010) 在美國排名前十名的網路零售商當中，有七間零售商 (Staples, Office Depot, Dell, Hewlett-Packard, OfficeMax, Sears, and Sony) 由原本傳統實體商店的銷售通路延伸至提供網路商店的銷售通路，美國和加拿大前500大的網路零售商當中，其中有40%的零售商提供多通路的銷售管道，而National Retail Federation (2010) 也公布前50名最受喜愛的網路零售商當中，50%的零售商提供多通路的銷售管道。超過75%的消費者是「實體和虛擬」多通路的消費者，消費者會透過其中一個通路搜尋他們所需要的產品或服務，但是在另外一個通路購買產品或服務 (Lebo, 2004)。研究發現單一通路和多通路比較起來，透過多通路購物的消費者所帶給公司的利益較單一通路購物的消

費者多 (Thomas & Sullivan, 2005)。也有研究證實透過多通路購物的顧客是公司收入的一大來源，且比起其他顧客對公司更具有忠誠度且更活躍 (Wallace et al., 2004)。

在過去，實體通路和虛擬通路是分開的，但是虛實整合的公司已經成為一個趨勢。值得一提的是，虛擬和實體是可以互補的，虛實整合讓消費者可以在網路上訂購產品或服務，而後在實體商店領取貨品，研究顯示虛擬通路和實體通路的整合會讓顧客對於該公司產生黏性 (within-firm lock-in)，消費者會在同一家公司的其中一個通路搜尋特定產品，而在另一個通路購買產品 (Bendoly et al., 2005)。研究建議公司應該整合不同的通路以增加通路之間共同互補互助的作用 (Neslin et al., 2006)。

近年來網際網路的普及將自助服務科技帶入了一個新的領域，自助服務科技包含電話/互動式語音回覆、線上/網路、互動式Kiosk以及錄影帶/CD，並且提供了許多新型的服務和交易，像是電話銀行、航班資訊查詢、訂單狀況查詢、包裹追蹤、零售購買、遠距教學和自動櫃員機 (Meuter et al., 2000)。零售產業也廣泛使用自助服務科技，如多媒體事務機 (Multi-Media Kiosk, MMK)。便利商店為了創造高價值和提升收入，除了販售商品，也藉由異業結盟的方式以提供更多樣的服務來開發潛在顧客，人們可以利用多媒體事務機影印、掃描、下載文件、付款、購票、寄送貨品、預購，甚至是叫計程車。

根據行政院公平交易委員會 (2010) 的報告指出，台灣的便利商店在1989年時有4,950間，1999年持續增加為9,245間，這十年的每年平均成長率為6.45%，便利商店的密度為每0.26平方公里就有一間便利商店。台灣的便利商店密度為全世界第二高，僅次於南韓，密度高達99.9%，高達一間商店可服務2,500位顧客，平均每三個台灣人，就有一個每天到便利商店交易 (王一芝，

2011)。隨著都市化和服務產業的發展，人們的生活型態已經改變，便利商店的便利性、分店廣泛分布以及24小時皆營業以及提供多樣性的服務和功能等特性滿足了顧客的需求，便利商店已經成為人們生活的最後一哩且為現代人生活的中心。

台灣的便利商店龍頭為統一超商，統一企業於1978年在台灣成立統一超商 (7-ELEVEN)，現今7-ELEVEN店數已達4,778間 (統一超商，2011)，在台灣的零售產業已經建立了良好的地位。而在建立了良好的地位後，7-ELEVEN應用了長尾理論以思考如何擴展事業，7-ELEVEN的長尾可以分為兩個發展模式，第一個發展模式為擴展核心價值，像是委託代收費用和預購，第二個發展模式為發展ibon平台的優勢。7-ELEVEN於2006年推出ibon便利生活站，將7-ELEVEN與ibon整合打造為行動商務中心，根據Meuter et al. (2000) 自助服務科技的介面分類，ibon是屬於自助服務科技介面分類中的線上/網路和互動式Kiosk的結合，是藉由互動式Kiosk的介面與網路相結合，以提供7-ELEVEN實體商店所不能提供或過去無法販售良好的商品，像是透過網路的連結以販售各種票卷，因此ibon是屬於虛擬通路的一環。在2008年，ibon機台的設立已超過4,600間分店，7-ELEVEN每天平均顧客流量為1,100人，而ibon每天平均使用者則大約為110人 (Lin, 2008)。

第二節 研究動機

根據上述的研究背景，許多的零售商透過多通路的型態販售產品或提供服務以達到顧客需求，混合的通路型態包含實體店面、網站、郵寄以及多媒體資訊站 (kiosk)。如果多通路的零售商在實體和虛擬通路皆使用同一個品牌名稱，那麼即使實體和虛擬通路業務是分開管理，或是零售商在虛擬和實體通路所販售的產品和服務不同，消費者仍然會認為兩種型態的通路彼此有關聯，因

而產生品牌知識的移轉，讓零售商原本的實體品牌形象影響虛擬品牌形象。而虛擬通路不像實體通路可藉由顧客與店員面對面的接觸以販售產品，因此存在一些風險，若零售商原本的實體品牌形象良好且令顧客信任及滿意，則這樣的信任及滿意會移轉到相同零售商的虛擬通路，進而降低虛擬環境中潛在的風險，提高消費者對於虛擬通路的信任及滿意並增加銷售量。

近年來許多關於多通路零售商的研究專注於探討虛擬通路，像是虛擬商店的購買意願、網路顧客行為 (Neslin et al., 2006)、網站設計及通路服務品質對於滿意度的影響 (Montoya-Weiss et al., 2003)，大多數的研究將虛擬通路視為一個獨立的通路，或是將虛擬和實體通路的消費者行為分開驗證，然而多通路的消費者並非認為虛擬購物與其他購物方式是不同的，他們認為虛擬購物是達到他們購物需求的另一個延伸通路 (Kaufman-Scarborough & Lindquist, 2002)。

另外也有許多研究探討實體通路對於虛擬通路的影響，像是實體商店影響網路商店以及網路購買意願 (Verhagen & Van Dolen, 2009)、知覺實體服務品質和知覺電子服務品質對於網路通路延伸的行為 (Yang et al., 2011)、實體通路的態度及信任會移轉到網路通路 (Kuan & Bock, 2007; Badrinarayanan et al., 2010; Kim & Park, 2005)，但透過品牌知識移轉的槓桿作用，虛擬通路同樣會影響實體通路，因此虛擬通路與實體通路兩者之間存在互惠的狀況，過去的研究大多針對實體通路對於虛擬通路的影響，只有少數研究探討虛擬和實體通路之間的內部關連以驗證消費者通路的延伸行為，Kwon and Lennon (2009) 提出實體和虛擬通路之間的品牌信念及品牌態度會在兩通路之間相互影響，但相關於這方面的驗證研究是稀少的。上述的多通路研究中的實體和虛擬通路皆是販售同質產品或服務，但實際上有些公司的多通路所販售的產品或服務是異質的，而7-ELEVEN以及ibon多媒體事務機所販售的產品或服務就是異質的。另外在虛擬通路的部分，由於ibon是互動式Kiosk與網路相結合，因此本研究認定ibon

屬於虛擬通路中的一環。本研究透過實體通路7-ELEVEn以及虛擬通路ibon多媒體事務機，以了解消費者對於7-ELEVEn服務品質的信任及滿意以及對於ibon多媒體事務機自助服務科技服務品質、自助服務科技信任及自助服務科技滿意是否會影響消費者的實體忠誠度及自助服務科技忠誠度，並探討多通路之間實體對虛擬通路的影響以及虛擬對實體通路的互惠關係。

第三節 研究目的

過去有許多研究顯示透過同公司之多通路購物的消費者會帶給公司更多的利潤，且對於公司會更加忠誠。本研究欲探討多通路行銷市場的互惠效應，以實體通路之7-ELEVEn便利商店和虛擬通路之ibon多媒體事務機為標的，探討同時使用同公司之多通路的顧客，對於實體通路的信任和滿意是否會影響虛擬通路的自助服務科技忠誠度，而對於虛擬通路的自助服務科技信任和自助服務科技滿意是否會影響實體通路的忠誠度，虛實零售的通路之間是否會產生互補的綜效。本研究目的如下所示。

一、 探討實體通路與虛擬通路之多媒體事務機之間的互惠效應，此互惠效應包含：

(一) 跨通路的虛實信任對於忠誠度的互惠關係。

(二) 跨通路的虛實滿意對於忠誠度的互惠關係。

二、 了解販售異質產品的多通路是否與販售同質或異質產品的實體通路、販售同質產品的多通路有所差異。

三、 實體通路中服務品質對於信任、滿意以及忠誠度的影響。

四、 虛擬通路中自助服務科技服務品質對於自助服務科技信任、自助服務科技滿意以及自助服務科技忠誠度的影響。

第四節 研究流程

本研究流程首先確立研究方向，設立研究主題，收集相關理論文獻，藉由理論提出明確的研究假說，並根據研究假說設計問卷及實施前測，以前測結果修改問卷，由收集的問卷分析資料並實證理論模型，最後提出結論與建議，本研究流程如下圖1-1所繪。

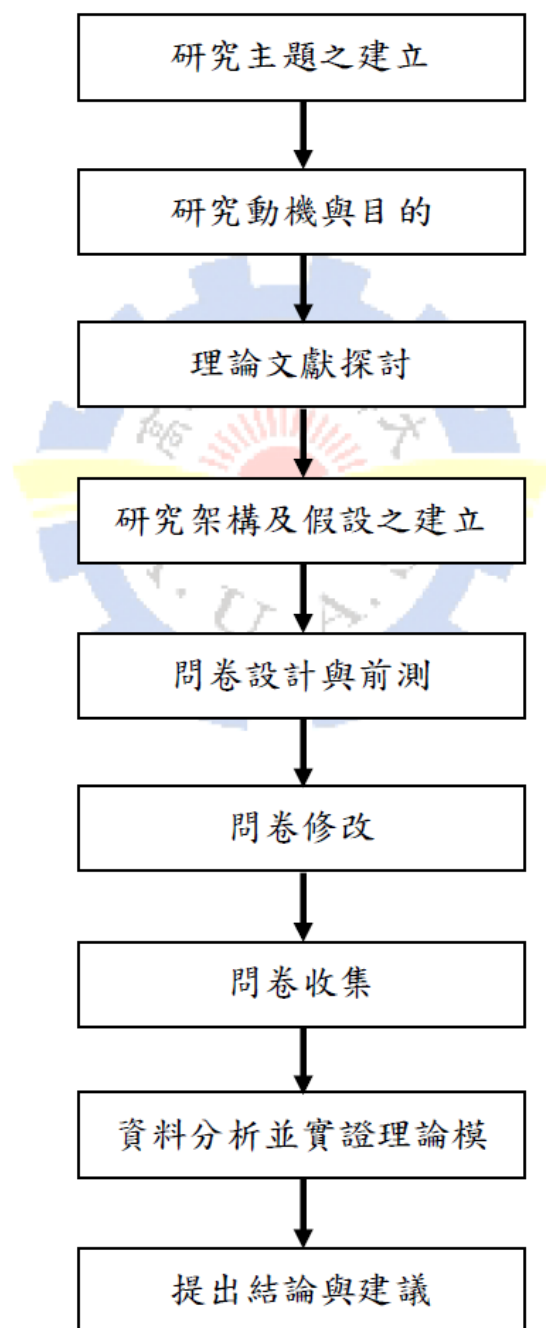


圖 1-1 研究流程圖

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