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## 서비스기업의 경쟁전략과 서비스전달시스템간의 적합성이 마케팅 성과에 미치는 효과에 관한 연구

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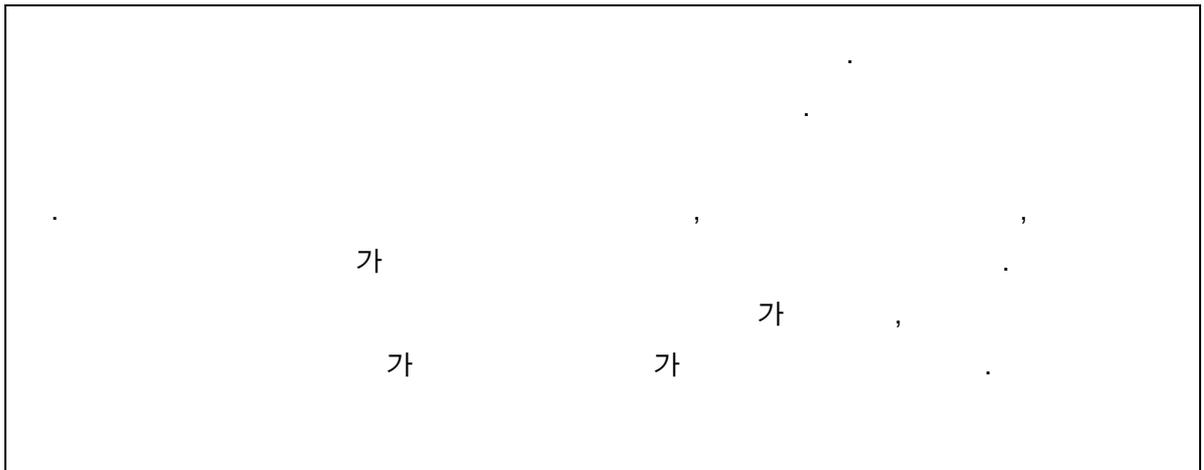
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## Empirical Analysis of the Effect of Fitness between Competitive Strategy and Service Delivery System on the Marketing Performance

Kwang-Ho Ahn

Jong-Wook Yoon



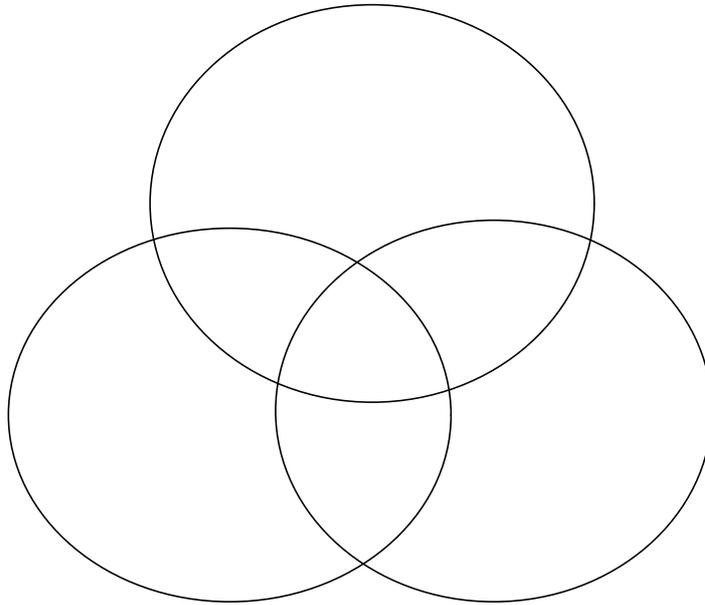
1.

,  
 (moment of truth) (Normann, 1991).  
 (face-to-face contacts),  
 (loyalty).  
 (service encounter).  
 (Schmenner, 1995).  
 가 ,  
 (guardians of quality).  
 가  
 가 , 가 가  
 가 가 .  
 가 가 .  
 가 가 .  
 가

2.

,  
 < 1> (service task),  
 (service delivery system), (service standard) 가  
 가  
 (Schmenner, 1995).

< 1 >



: 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 가  
 [Shostack, 1985]. Normann(1991)  
 (perceived quality) .  
 (perceived quality)

가

(Levitt, 1972).

(

)

Kelly(1989)

가

가

(service factory)'

가

,

가

가

(professional service)'

가

< 1>

< 1>


: Kelly, S.W., "Efficiency in Service Delivery: Technological or Humanistic Approaches?," Journal of Service Marketing, Vol.3, Summer 1989, p.48

< 1>

( , , )

2-2.



(Fitzsimmons and Fitzsimmons, 1995).

LoveLock(1983), Schostack(1987),

Schmenner(1995), < 3>

LoveLock (1) 가

, (2) .

Schostack(1987), (complexity)

(divergence) .

, 가 가 ( , 1994).

Schmenner(1986) Schostack < 3>

(degree of labor intensity) (degree of contact /

customization) 가 .

< 3>

	1 ( )	2 ( )
Chase(1978)		
Thomas(1978)		
LoveLock(1983)		
Shostack(1987)	/	/
Schmenner(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)

< 3>

1 2

(< 4> ). ( ) ,

( ), , 가 ,

, , , .

< 4>

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

### 3.

#### 3-1.

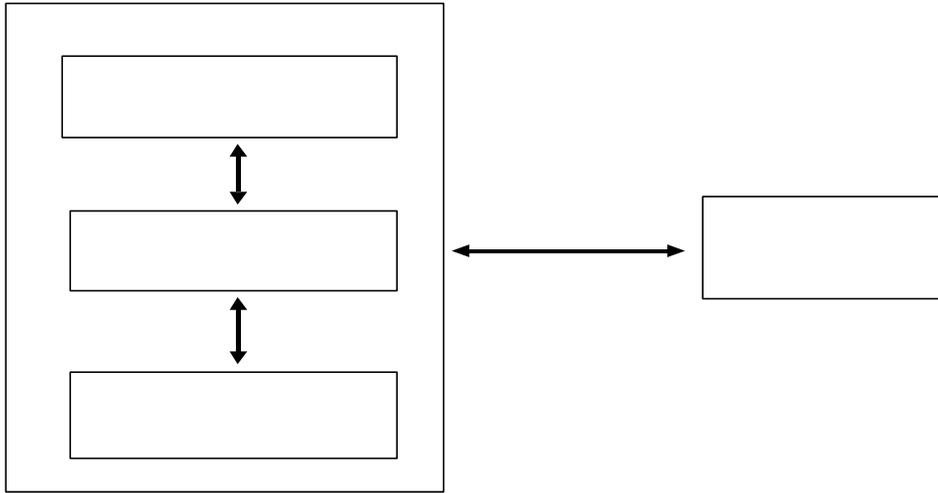
(concept of fit)

(favorable

match)

< 2 > .

< 2>



( )  
 가 가 ( )  
 가  
 가 .  
 가 1:  
 가 가 .  
 가 2: 가  
 가 .

< 2>

< 2> , Porter(1984) “ ”  
 “ ” < 3>  
 Schmenner(1995) “ ” “ ” 가 7  
 < 4>

3-2.

(1) , (2) / / , (3) , (4) , (5)

1 ,

(pilot test) /

250

111

가 가

4.

4-1.

12

가

(eigen value) 1

3

< 5>

(factor loading)

, / ,

I

II 가 가

가

III 가 /

가

III 가 .

< 5> ( )

	I ( )	II ( )	III (가 )
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:가 (availability)	0.01	<u>0.83</u>	0.05
STR6: /	<u>0.50</u>	<u>0.64</u>	0.23
STR7:	<u>0.49</u>	<u>0.58</u>	-0.04
STR1: 가	-0.12	-0.05	<u>0.89</u>
STR11: /	<u>0.42</u>	0.27	<u>0.53</u>
	5.81	1.25	1.04
	0.48	0.59	0.68

) 0.4

3 ( )

(factor score)

Ward (cluster analysis) 3 ( )

< 6>

< 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 (가 . 가 )	0.549 (0.597)	-1.005 (0.650)	-1.008 (0.915)	62.52***	{1}{2,3}

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

가 .  
(dominant competition strategic factor) :

(equivalent competition strategic factor) :

(indifferent competition strategic factor) :

, , ,  
, < 6> I( ) C  
, A , B  
, I C  
가 , A , B

< 7>

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

< 7> . A ,  
III(가 . 가 ) , I(

1 2  
 ) II( )  
 A 가 . B 3  
 . B . C  
 I( ) II( ) ,  
 III(가 ) . 가  
 , C .  
 , A  
 C . A 가  
 , C / .  
 < 8>  
 , 가 .

< 8>

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

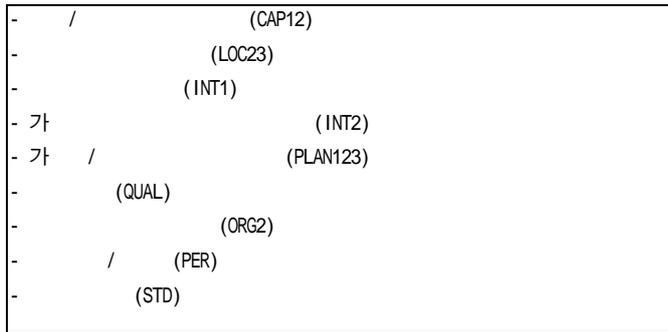
가 가 , 가  
 가 . D , D , J  
 , 69%(11 )가  
 . 가 .  
 H , D , H 가

4-2.

( ) 2

< 9>

< 9>



1993-1995 3 , ,  
(multicollinearity) stepwise

< 10> < 11>

. < 12>

< 10>

SDS	가		
INT2:가	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	가		
STD:	0.12**	0.01	
INT2:가	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

< 12>

	가								
	AGR	APR	ROI	AGR	APR	ROI	AGR	APR	ROI
CAP12: /			-						
LOC23:								++	++
INT2:가		+	++		-	--			
STD:		++	++			+		++	

) AGR : ; APR : ; ROI :  
 +/- : p-value <= 0.10; +/- : 0.10 < p-value <= 0.20

4 가 . < 10>  
 / (CAP12) : 가 ( )  
 / 가 (負)

(LOC23) :

가 (INT2) : 가  
 가 , 가 가

가  
 (STD) : 가

가 , 가

4-3.

/ /

(7 )

47†

3.92, 4.22

< 13>

< 13>

	가			
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)	0.17 (0.22)	0.19 (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-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	0.15 (0.13)	0.18 (0.19)	0.16 (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)	0.02 (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

< 17>

가

/

< 17 >

	가								
	AGR	APR	ROI	AGR	APR	ROI	AGR	APR	ROI
LL :		++	++	++	++	++	++		
LH :	++								
HL :	++	+		+	++	++	+		
HH :			++			++		+	+

) AGR : ; APR : ; ROI :  
 ++ : ; + :

(service factory) 필

가 , (professional service) 필

/

가

가

가

가

16

11 (70%)가 ,

(0.13:0.21)

, (0.34:0.18),

(0.06:0.03)

2

가

/

/

5.

(service encounter)

(

)

.

(1)

가  
가

, (2)

가

가 111

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가

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가

가

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가

가

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