

製造商影響策略與經銷商合作績效關係之研究-控制與關係規範之干擾效果

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摘要

本研究係以電子產業製造商為對象，從製造商的觀點，探討上游製造商所運用之影響策略，在控制程度與關係規範的干擾效果下，與經銷商合作績效間之關係。研究結果顯示：一.在控制程度的干擾效果方面：製造商對經銷商的控制程度高，則強制性策略對經銷商服從通路政策、經銷商的支援績效呈正向關係；非強制性策略對經銷商的創造成長、經銷商能力、經銷商適應市場變化、經銷商的支援績效呈正向關係；關係策略對經銷商的能力績效呈正向關係；但要求策略對經銷商的績效表現影響並不顯著。當製造商對經銷商具有高程度控制性時，製造商使用強制性策略、非強制性策略、關係策略，有助於經銷商績效表現之提升。且控制程度愈高，策略對績效表現之提昇效果愈佳。製造商對經銷商的控制程度低，則允諾策略對經銷商的創造成長績效呈負向關係；亦即當製造商對經銷商具有低程度控制性時，製造商使用允諾策略，有助於經銷商的創造成長績效表現之提升。且控制程度愈低，允諾策略對績效表現之提昇效果愈佳。二.在關係規範的干擾效果方面：製造商與經銷商間的關係規範程度高，則強制性策略、非強制性策略、要求策略、允諾策略、關係策略、與經銷商績效表現間關係呈現不顯著。亦即當製造商與經銷商間具有高度規範關係時，製造商使用任何影響策略，都無助於經銷商績效表現的提升。

關鍵詞：影響策略；控制；關係規範；合作績效；干擾效果

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