

摘要

銷售人員在重要客戶的管理扮演一個價值創造者，以往對銷售人員的研究，大多著重在人員屬性、銷售特性或組織特性對銷售績效的影響，忽略內部與外部關係行銷對績效的影響。本文整合內部與外部關係行銷觀點，探討關係連結對調適銷售與關係品質及工作滿意的影響，意圖建構重要客戶管理的銷售力管理模式。問卷回收 258 份來自於重要客戶管理的銷售人員，以 LISREL 進行驗證。實證結果發現，財務連結、社會連結與結構連結皆會正向影響銷售人員的調適銷售；調適銷售亦正向影響關係品質與工作滿意，調適銷售可作為關係連結與銷售人員工作滿意(及關係品質)之中介變數，而工作滿意可作為調適銷售與關係品質的中介變數。最後，根據研究結果提出理論與實務意涵、建議及未來研究方向。

關鍵詞：調適銷售、關係連結、關係品質、重要客戶管理

Abstract

Salespeople play a value creator in key account management (KAM). Previous studies for salespeople have focused on human and sales or organizational characters influence sales performance, neglect of internal relationship marketing and external relationship marketing influence on performance in key account management. This paper integrates internal and external relationship marketing that explore relationship bonds, adaptive selling, job satisfaction and relationship quality to build a sales force management model in KAM. Using data gathered from 258 salespersons in KAM were analyzed by LISREL. Results reveal that financial, social and structural bonds are positive for adaptive selling. Adaptive selling has a positive relationship quality and job satisfaction. Additionally, adaptive selling has a mediate effect of relationship bonds on relationship quality and job satisfaction, job satisfaction has mediate effect of adaptive selling and relationship quality. Finally, theoretical and practical implications of findings are discussed and directions for future research are sketched.

Keywords: Adaptive Selling, Relational Bonds, Relationship Quality, Key Account Management