Learning and Performance

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Today, I am going to…

이화여자대학교
EWHA WOMANS UNIVERSITY

- ✓Research area
- ✓Main Paper

Profile

이화여자대학교
EWHA WOMANS UNIVERSITY

박정은 교수

Professor of
Ewha Womans
University

마케팅전략/
영업전략

박정은 교수는 고려대학교 경영학과에서 석사와 박사를 수료하고,
미국 University of Alabama에서 경영학 박사 학위 (Ph.D.)를 취득하였으며,
현재 이화여자대학교 경영학부 교수로서 재직하고 있다.

이화여자대학교 부임 전, 미국 University of New Hampshire에서 교수로
4년간 재직하였으며, 미국 유학 전 한국에서는 매경경영연구원의 선임연구원으로 근무한 바 있다. 또한,
한국마케팅 학회 Asia Marketing Journal의 편집장을 역임하였으며, 한국 마케팅학회 및 한국
마케팅 관리학회, 한국유통학회의 부회장을 역임하고 있다.

관심 분야는 마케팅 전략, 영업 전략 및 국제 마케팅 분야 이며, 주요 연구업적은
다음의 연구논문에 잘 반영되어 있다.

- Journal of Marketing Research
- Journal of Personal Selling and Sales Management
- Journal of Business Research
- Journal of Business and Industrial Marketing
- Industrial Marketing Management
- Journal of Services Marketing
- Journal of Strategic Marketing
- 한국마케팅 저널, 한국마케팅관리연구 등

이러한 연구업적을 인정받아 다음과 같은 상을 수상하였다.
2012 경영통합학회 매경우수논문상 수상
2007 American Marketing Association “ Researcher of the Year in Sales Management” Award
2005 Society for Marketing Advances 학회 “Best Paper Award in Sales”
2003 Society for Marketing Advances 학회 “최우수 박사논문” Award

Overall Research Process

이화여자대학교 EWHA WOMANS UNIVERSITY

Determinants	SCA	Outcomes
System Characteristics Market Situation Orientation	Learning: Process Strategy	Value Performance Satisfaction Relationship
Company Management Market	Company Department Individual	Company Department Individual

Moderators and Mediators

Areas of Research Interests

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- **Marketing Learning: Process and Outcomes**
- **Salesperson Learning: Adoptive Selling and SOCO**
- **Others: Global and Methodology issues**

Marketing Strategy	Sales Management	Others
■ Organizational Learning ■ Innovation Management ■ Strategic Alliance ■ Outsourcing ■ CRM ■ Customer Loyalty Transfer	■ Adaptive Selling Behavior ■ Customer Orientation ■ Job Satisfaction ■ Performance ■ Turn-over	■ International Marketing ■ Customer Satisfaction ■ Methodology: - Meta-Analysis - Conjoint Analysis - SEM

Research Published

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Marketing Strategy

- Market-based Learning (Journal of Strategic Marketing)
- Organizational Memory Use in B2B situation
  (Journal of Business and Industrial Marketing, 2003)
- Long-Term Orientation in Interfirm Relationship
  (Journal of Business Research, 2008)
- Marketing's role in the learning process (2009 SJB)
- Product vs. Process Innovations (2003 AMS)

Research Published

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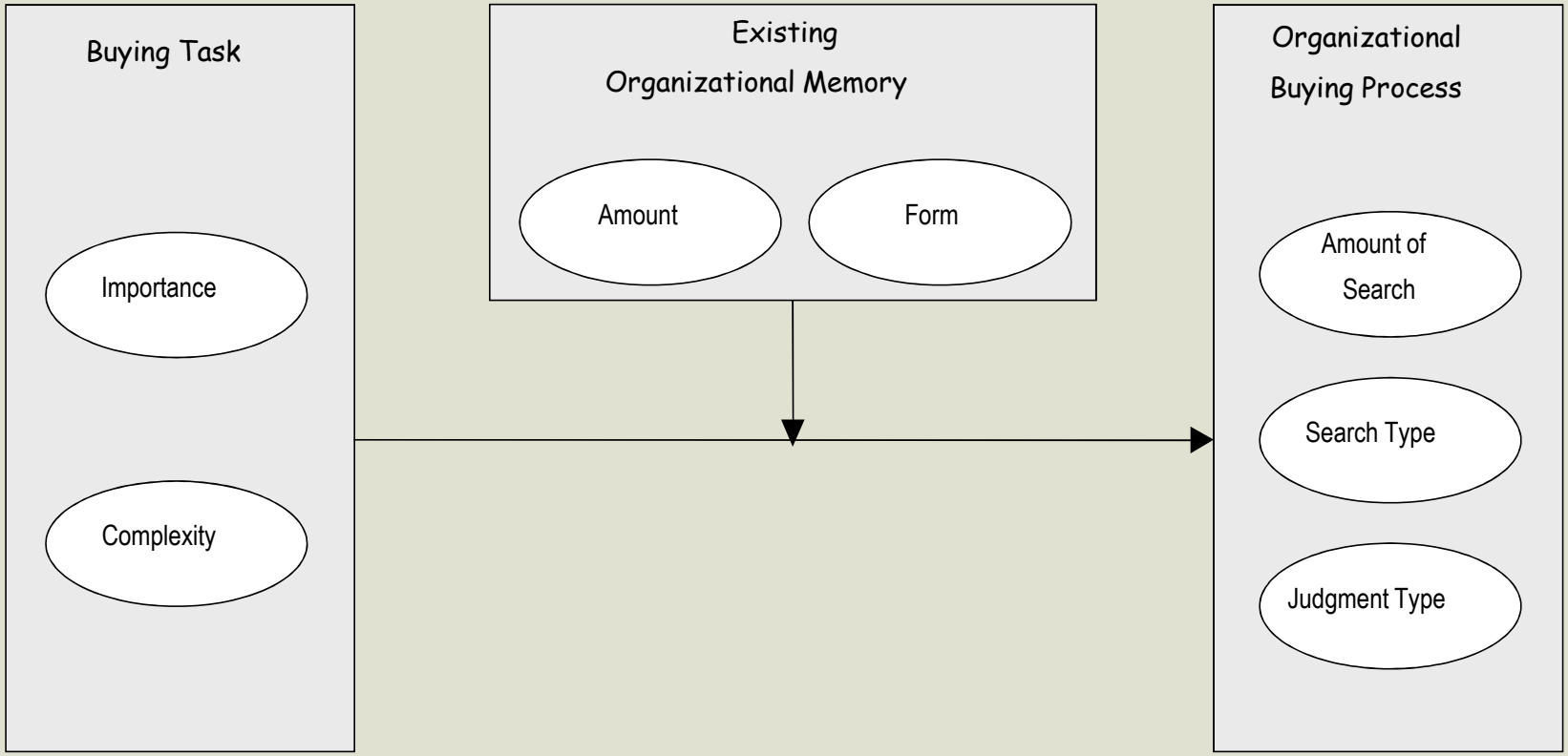
Sales Management

- Adaptive Selling Behavior revisited
  (Journal of Personal Selling and Sales Management, 2003)
- Adaptive Selling Behavior and Performance Issue (2002 NCSM, Best Student Paper)
- Adaptive Selling and Working Relationship
  (Journal of Business Research, 2006)
- Adaptive Selling and Customer Orientation: Meta-analysis (Journal of Marketing Research, 2006)
- SFA and Learning Behavior (AJM)

Research Published (Ph.D. Student)

이화여자대학교 EWHA WOMANS UNIVERSITY



JBIM

Research Published (Ph.D. Student)

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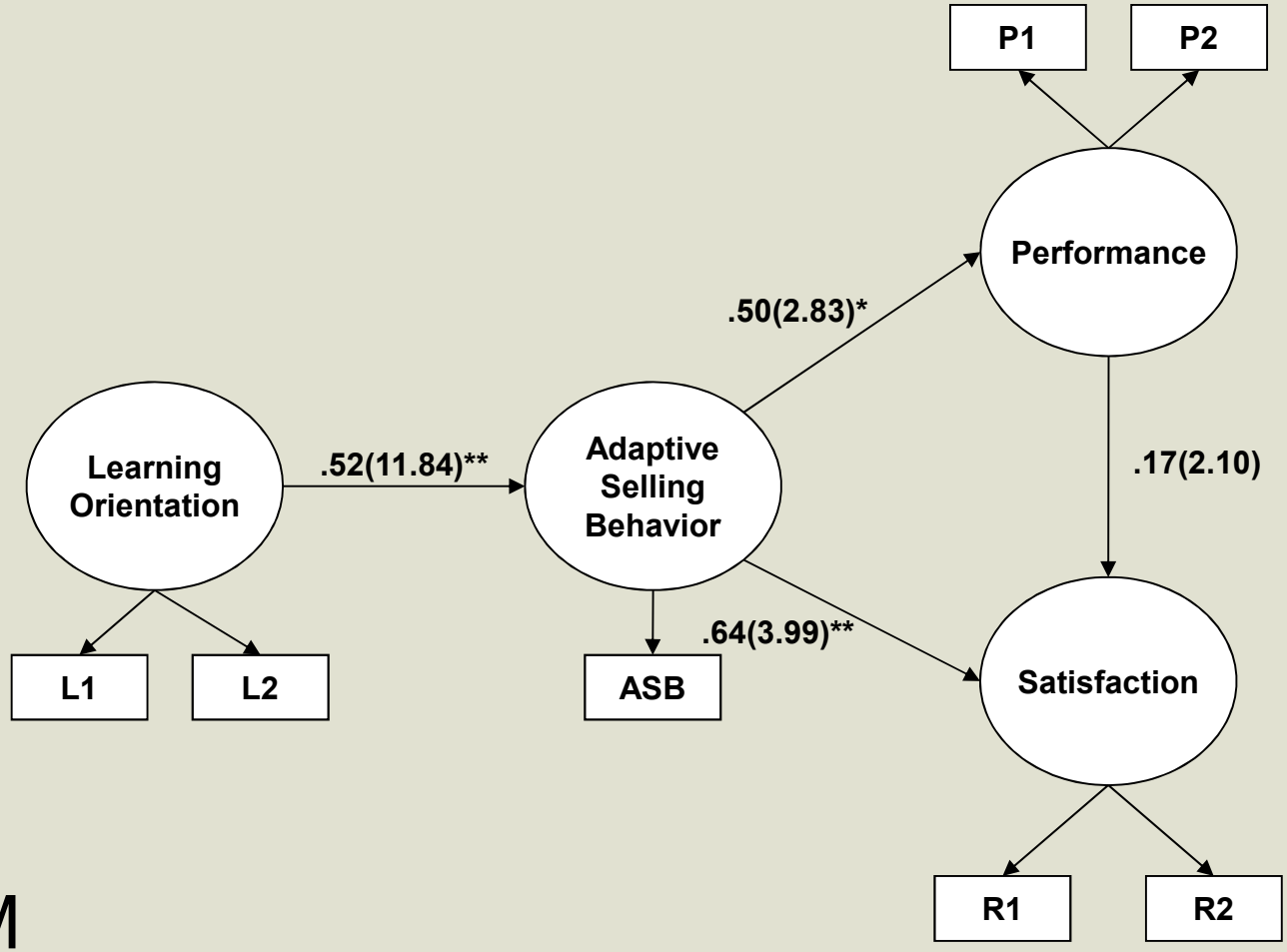

JPSSM

Research Published (Ph.D. Student)

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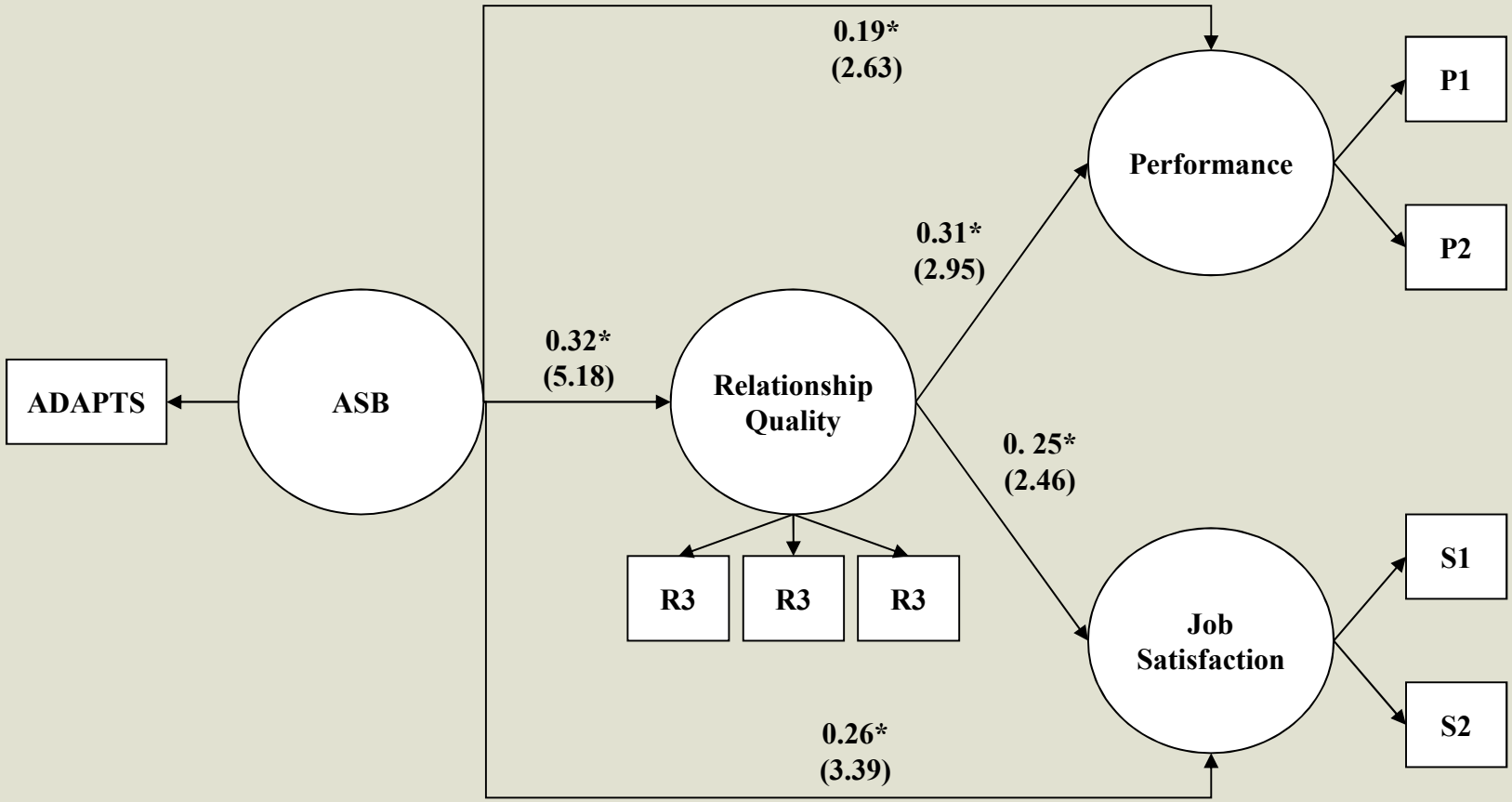
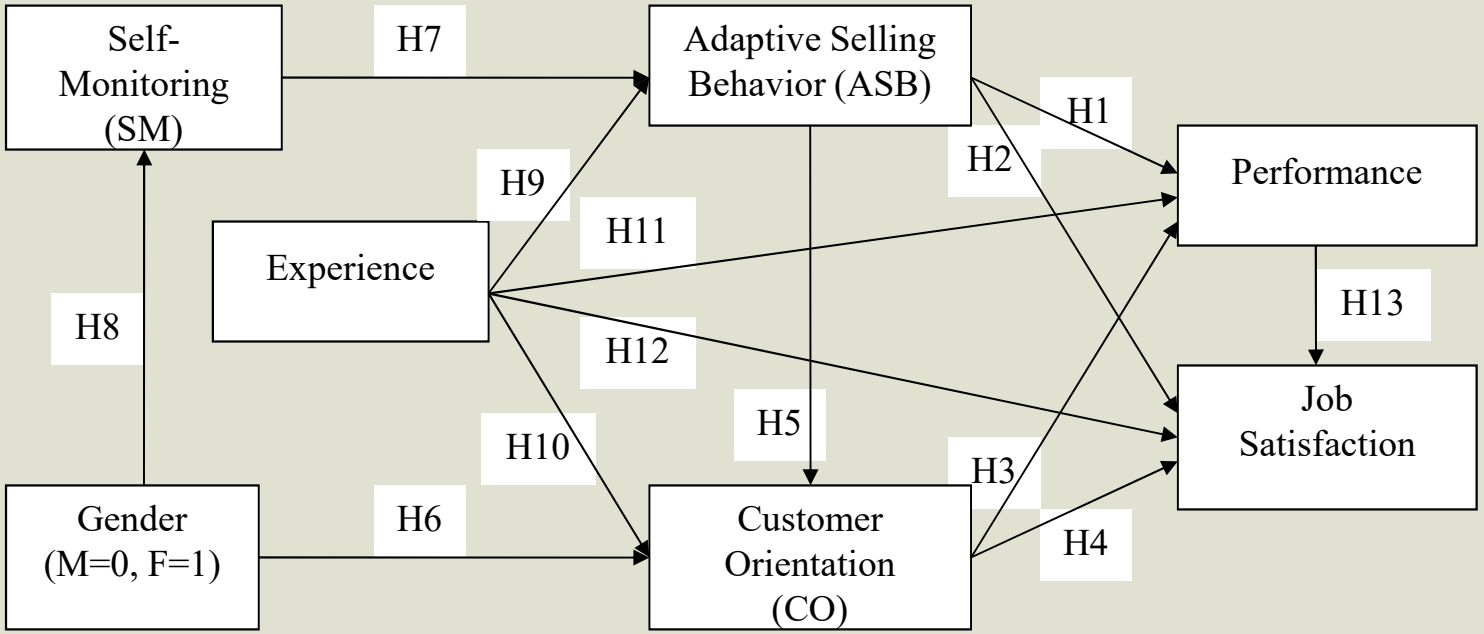


JBR

Research Published

이화여자대학교 EWHA WOMANS UNIVERSITY



Performance types
Self-rated
Manager-rated
Objective

JMR

Research Published

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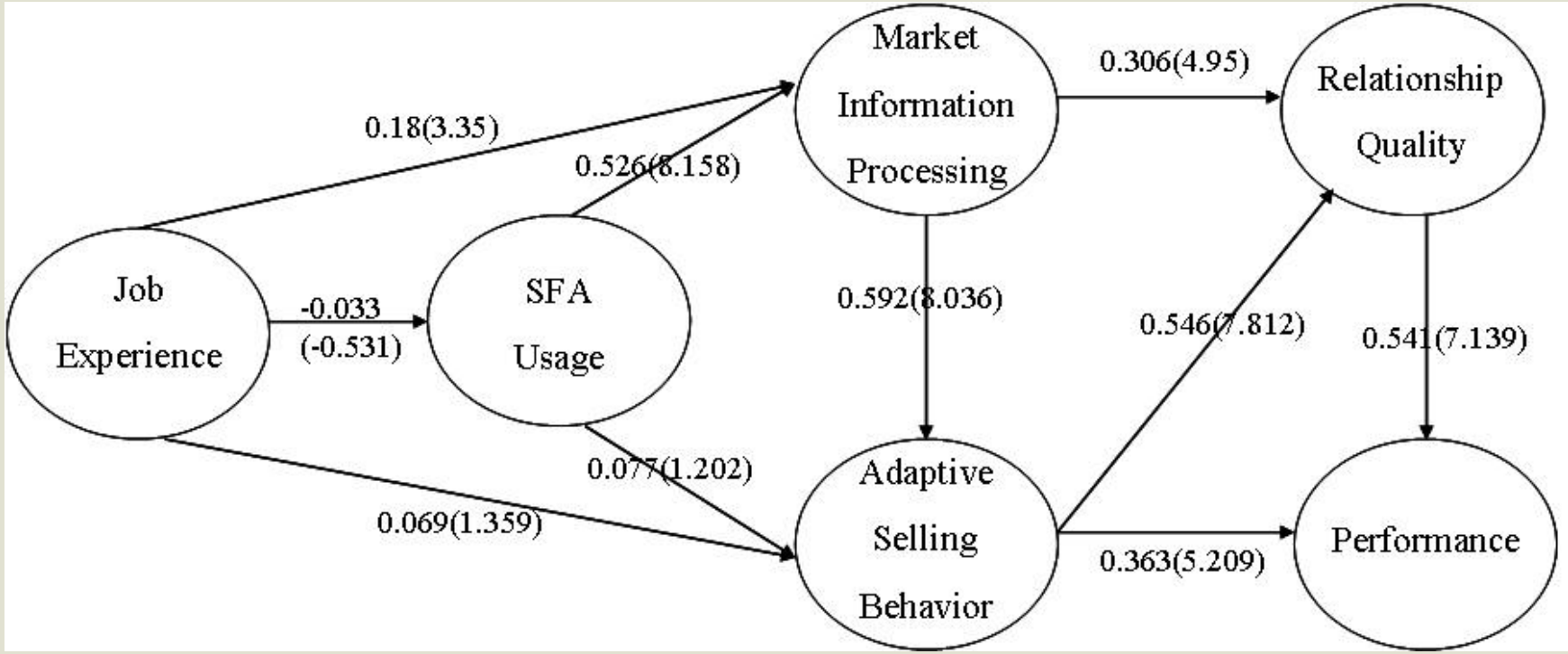

IMM

Research Published

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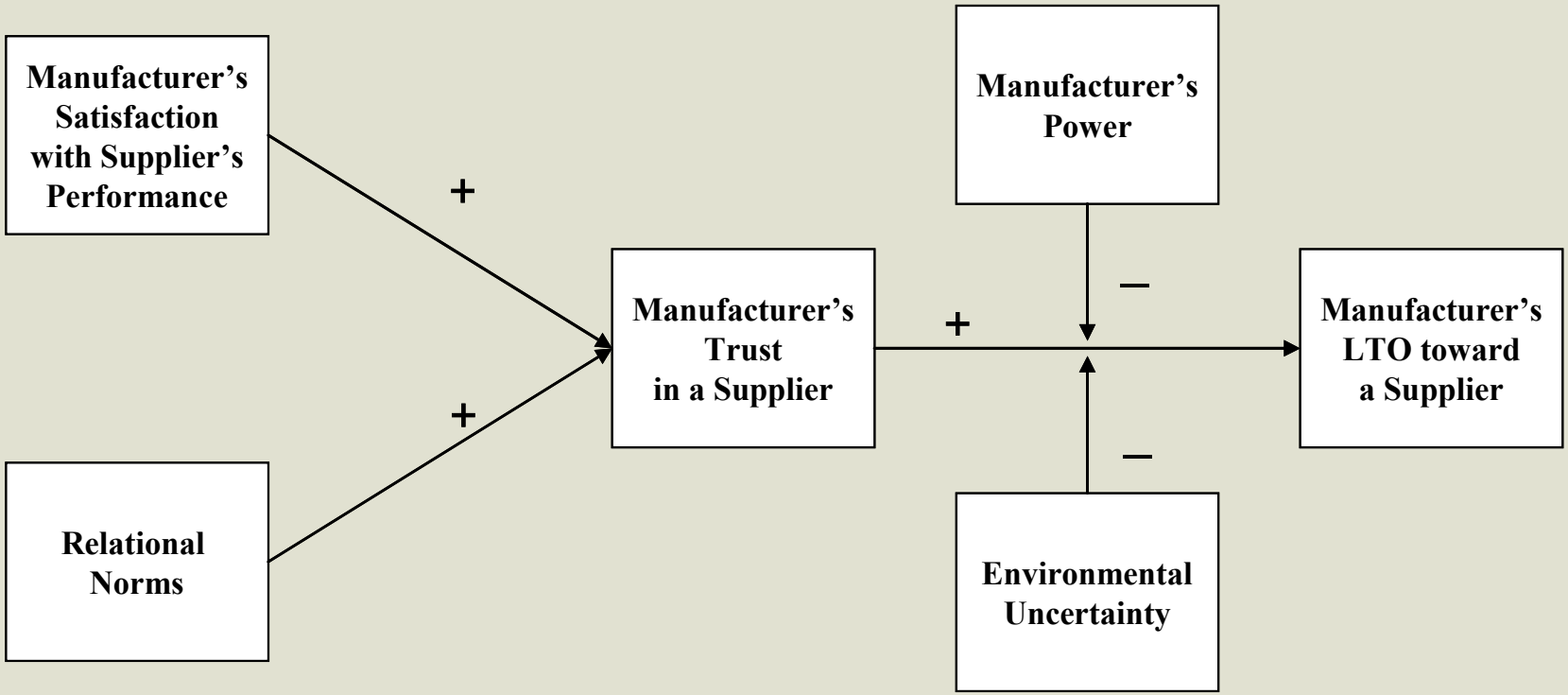

JBR

Research Published

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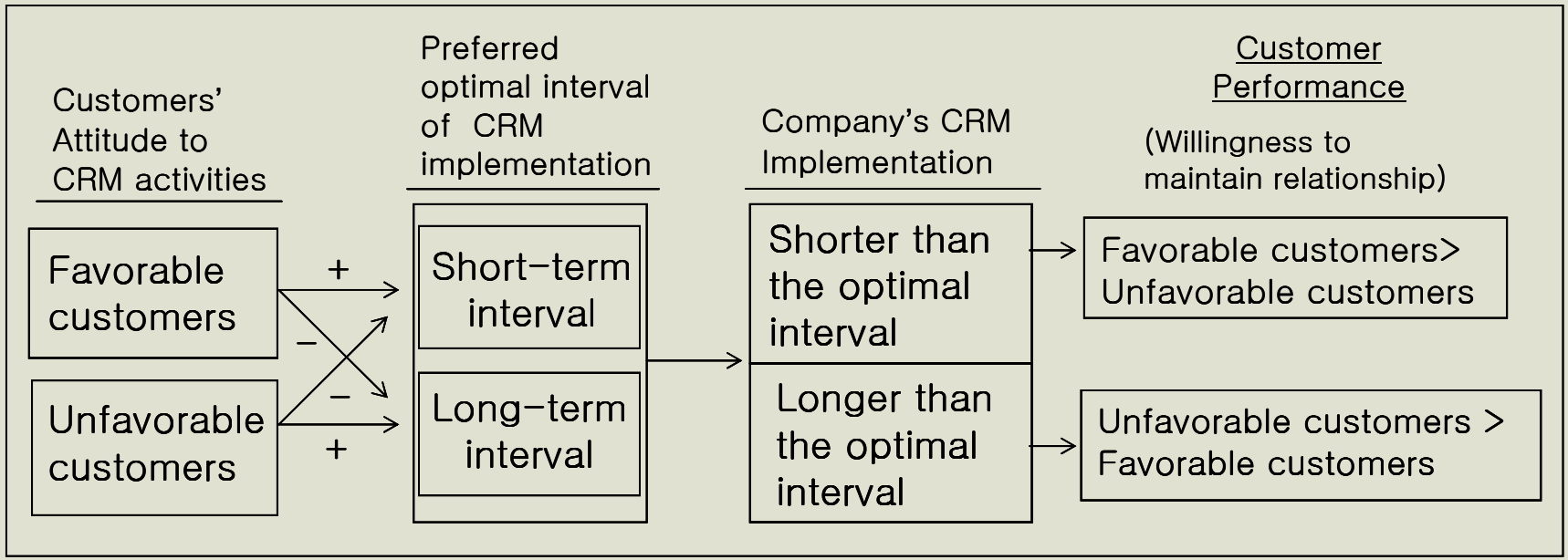

Journal of Services Marketing

Research Published

이화여자대학교
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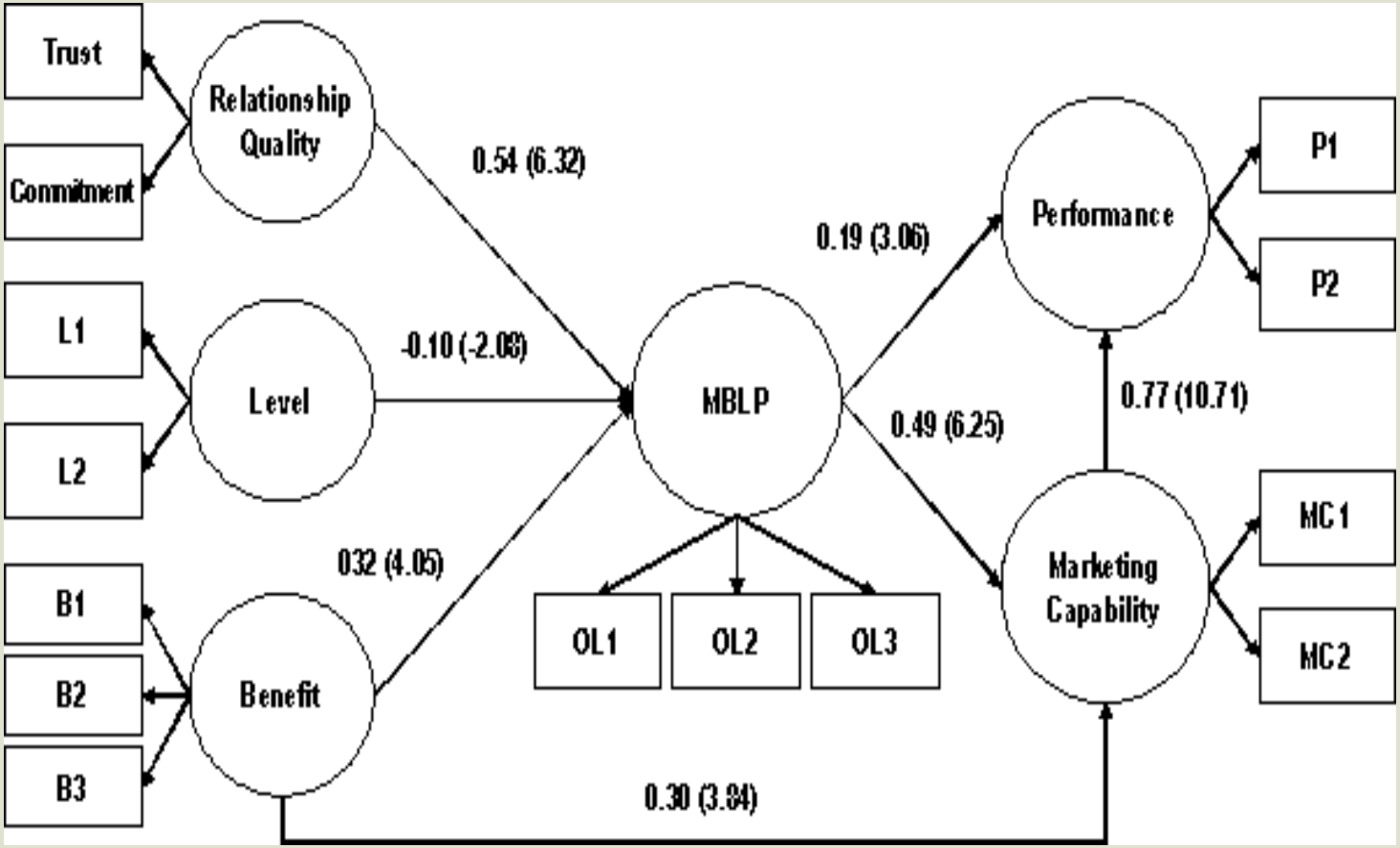

Journal of Strategic Marketing

Research Published

이화여자대학교
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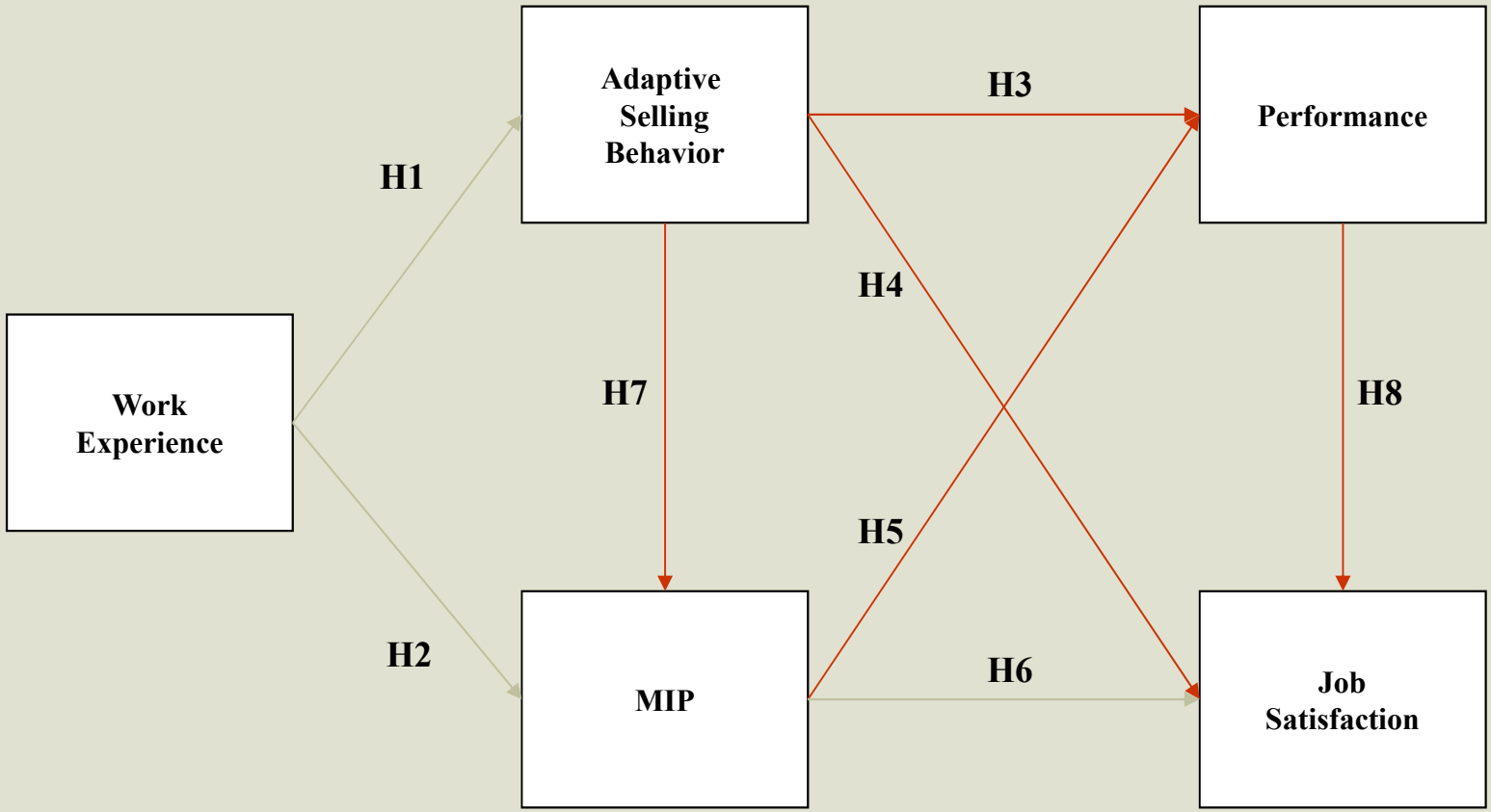

JBR

Not Significant

Significant

Research in Progress

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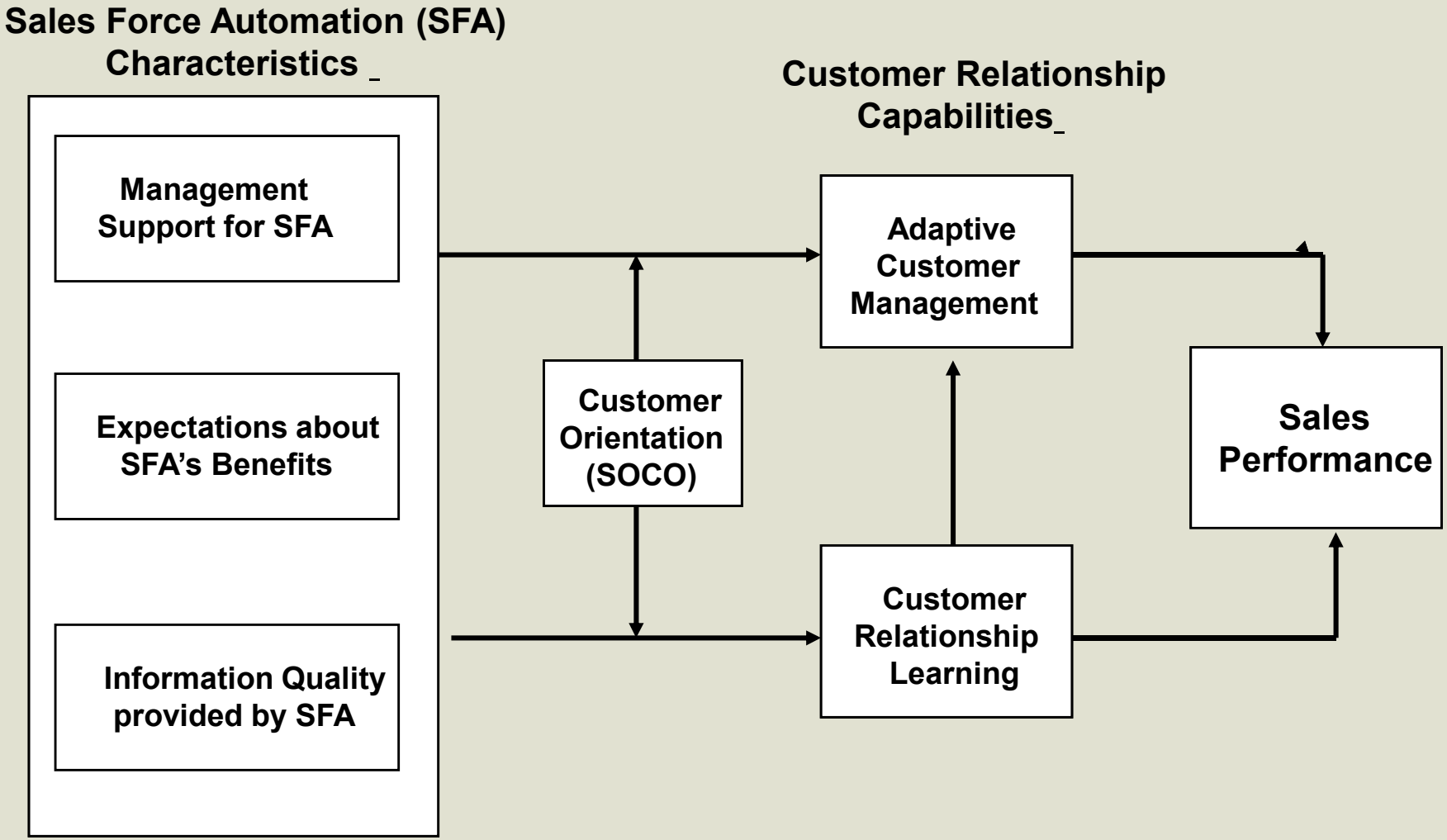

Target: JM

Research in Progress

이화여자대학교 EWHA WOMANS UNIVERSITY

Conceptualization and Measurement Development of MBLP

OL Process	Information Selecting	Knowledge Making	Knowledge Sharing	Organizational Memory
Definition	Judge whether Information is Useful or not	Understanding and Making useful knowledge	Communication & Providing info Throughout The organization	Storing & retrieving Info from memory
Inputs	People and tools	Expert Time	Meeting and Communication	Systemized and Non-systemized Memory
Outputs	Right information	Know-how, Knowledge Generation	Cooperation Teamwork	The amount of Memory Types of memory
Effective ness	Time Accuracy	Ability amount	Speed, level	Accessibility, Availability, Security

Reliability and Validity Test, and Nomological Relationship Test

Target: JMR

Research Published

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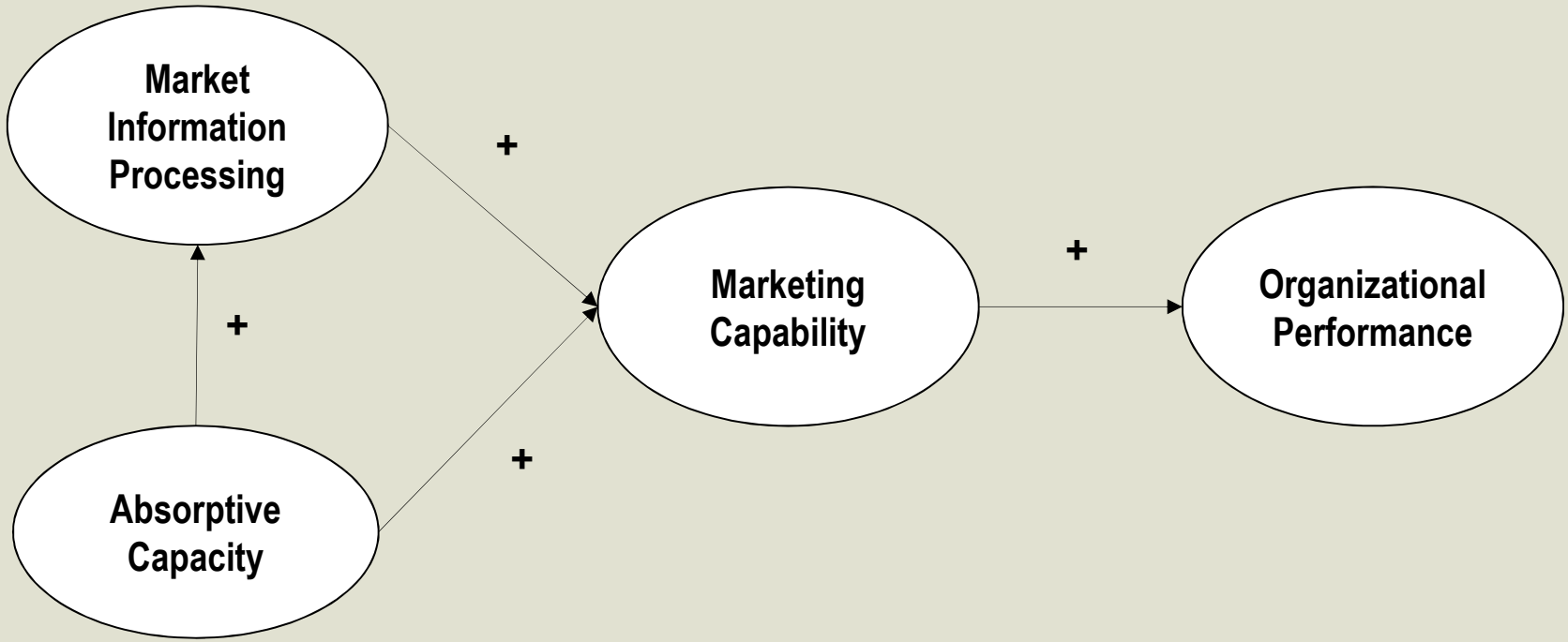

AMJ

Data Set: Learning (U.S.)

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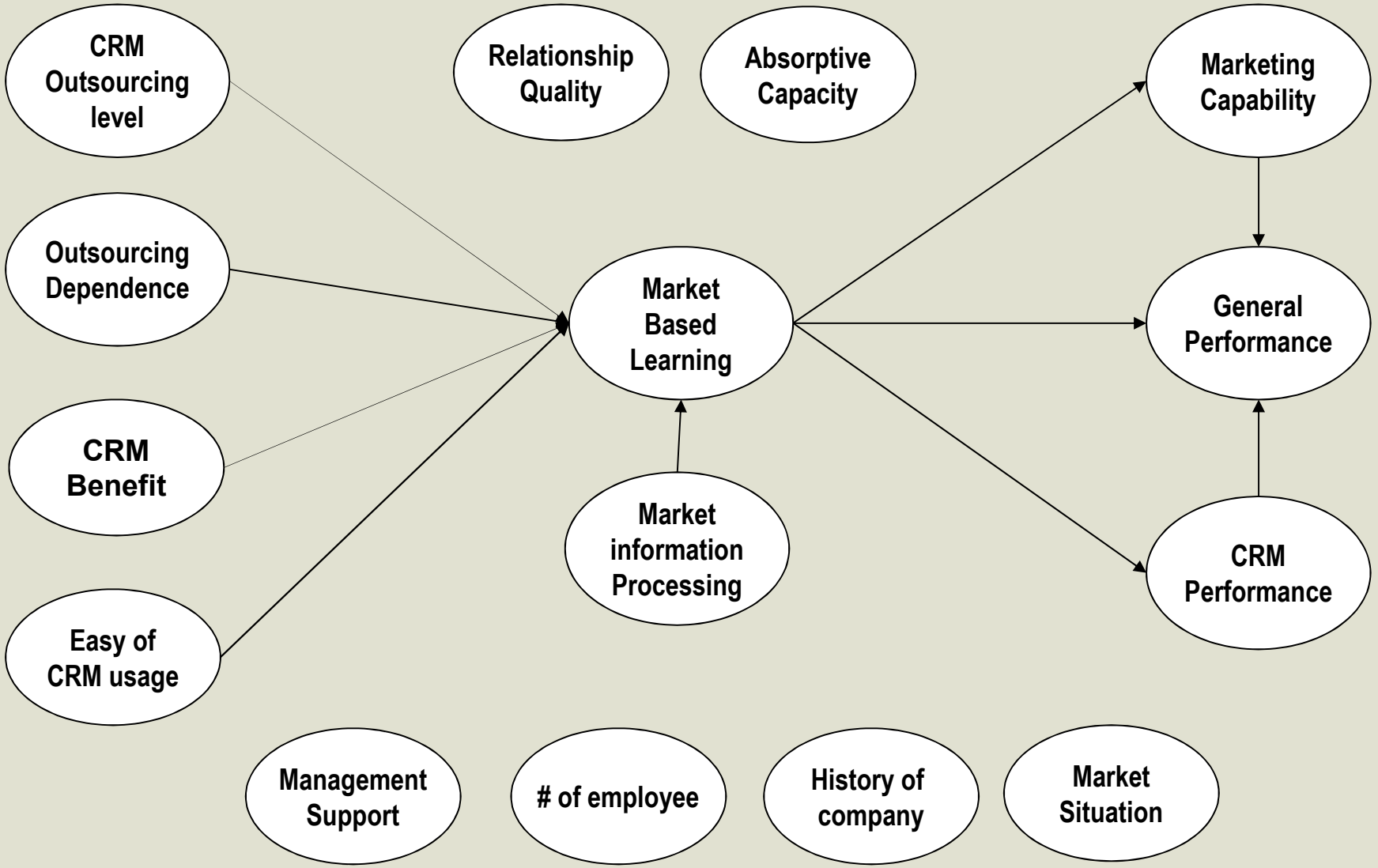

Data Set: Korean Sales Force

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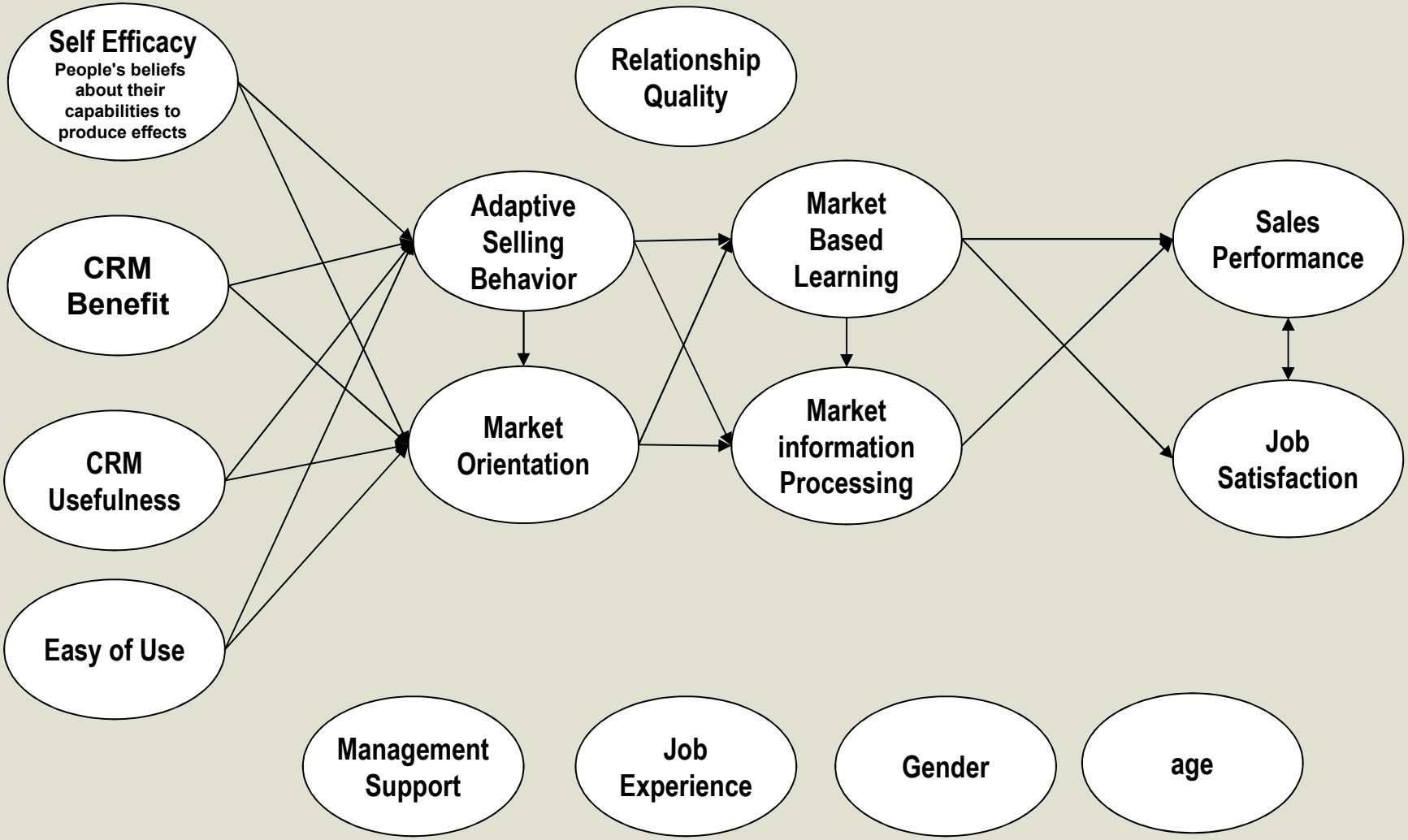


Salesperson Adaptive Selling Behavior and Customer Orientation: A Meta-Analysis

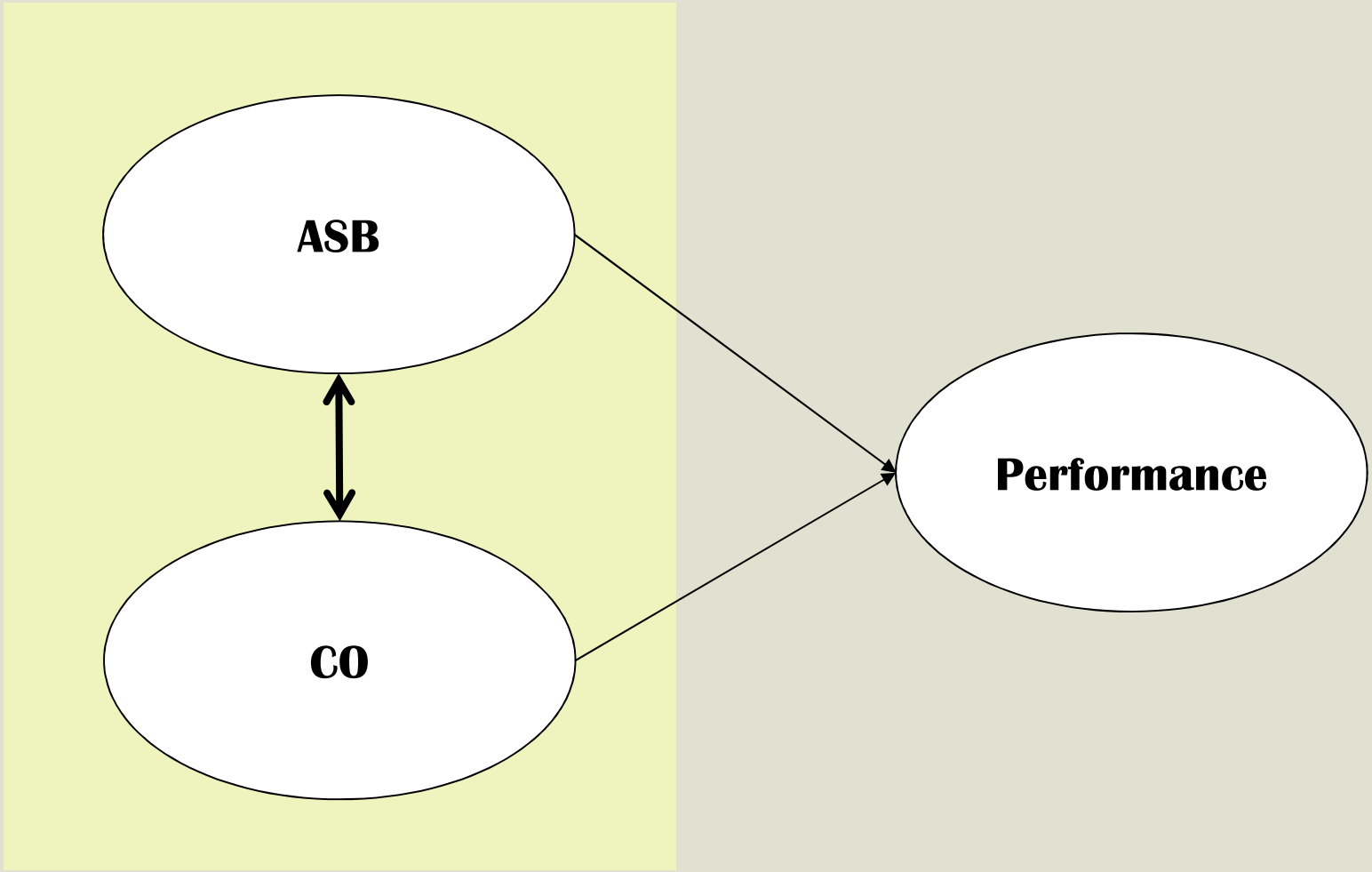
George Franke (UA) and

Jeong Eun Park (UNH)

Areas of Research Interests

- Effective Selling Framework
- Vagueness over fundamental Issues of ASB
- Outcomes of ASB
- CO is Best solution?
- Do other variables Matter?
- Meta Analysis

Focal Interests



Research Objectives

1. to provide an integrative meta-analysis of research on both adaptive selling and customer-oriented selling.

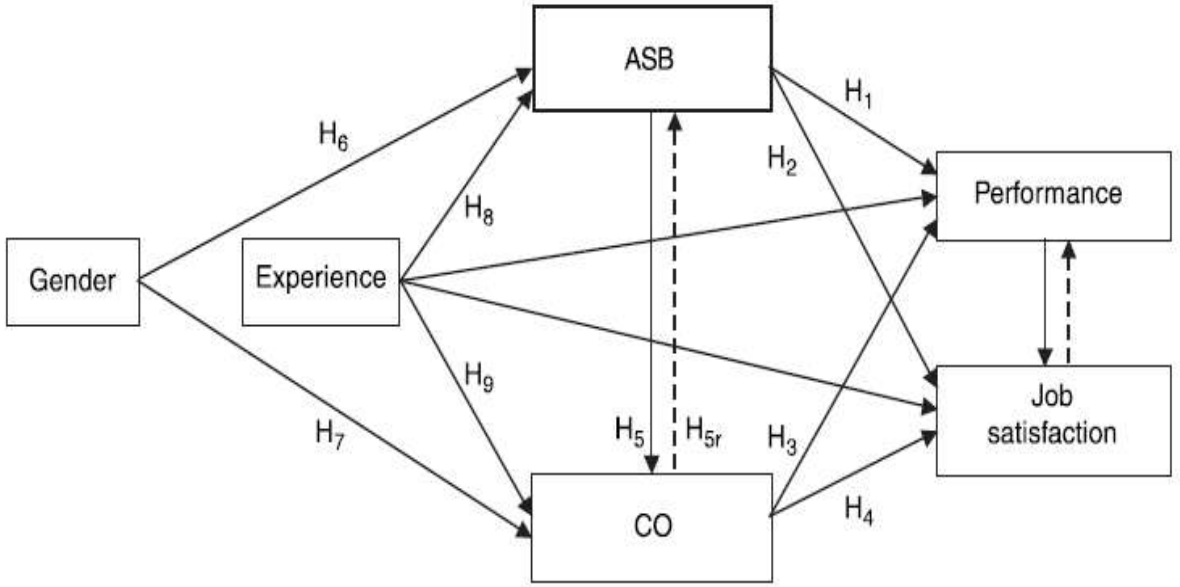
2. extend previous research on the relationships between objective and subjective Performance measures (Rich et al. 1999) by examining objective outcomes, self-ratings, and managerial ratings of performance.

3. assess the moderating effects (i.e. salesperson gender and selling experience).

Conceptual Framework

Figure 1

INITIAL AND ALTERNATIVE MODELS OF ANTECEDENTS AND CONSEQUENCES OF ASB AND CO



Methods

Sampling

- Studies dated 1979 or later (SOCO scale).
- ELMAR for working paper
- ABI/Inform, ProQuest Digital Dissertations, and other computerized databases using keywords related to adaptive selling, CO, and personal selling in general.
- Social Sciences Citation Index for articles that cited Saxe and Weitz's (1982) and Spiro and Weitz's (1990) seminal studies.
- Manually searched journals, such as *Industrial Marketing Management and Journal of Personal Selling & Sales Management.*

- Articles in 33 different journals, 48 dissertations, and six conference proceedings and working papers yielded correlations from 155 different samples that included 31,428 salespeople.

Analysis

- *Meta-Analytic Analysis Procedures:* a random-effects perspective,

- *Structural Model Analysis*

Results: Mean Correlations

Table 1
META-ANALYTIC CORRELATIONS

Hypothesis	Relationship		Number of Estimates	Total n	Mean r	z	Q[a]	Heterogeneity Variance
	Variable 1	Variable 2						
H_1	ASB	Self-rated performance	26	5822	.261	11.32**	92.16**	.010
H_1	ASB	Manager-rated performance	6	970	.089	2.46*	7.75	.002
H_1	ASB	Objective performance	14	2453	.149	3.99**	49.48**	.014
H_2	ASB	Job satisfaction	3	652	.254	5.13**	5.47	.003
H_3	CO	Self-rated performance	15	3254	.194	4.62**	92.24**	.022
H_3	CO	Manager-rated performance	3	542	.013	.39	1.86	.000
H_3	CO	Objective performance	15	3311	.021	.49	92.20**	.023
H_4	CO	Job satisfaction	11	2452	.221	6.52**	33.92**	.009
H_5/H_{5r}	ASB	CO	10	2155	.259	5.81**	48.84**	.016
H_6	Gender[b]	ASB	5	1266	−.030	−.92	6.68	.001
H_7	Gender	CO	7	1119	.165	2.52*	35.23**	.024
H_8	Experience	ASB	10	2635	.137	4.90**	21.16*	.004
H_9	Experience	CO	9	981	.040	1.58	5.61	.000
—	Experience	Self-rated performance	17	2978	.220	9.32**	30.95*	.004
—	Experience	Manager-rated performance	2	426	.201	2.71**	5.06*	.007
—	Experience	Objective performance	8	1597	.262	3.71**	73.35**	.036
—	Experience	Job satisfaction	9	1745	.033	.76	28.93**	.011
—	Self-rated performance	Job satisfaction	24	5584	.212	9.92**	66.85**	.007
—	Manager-rated performance	Job satisfaction	13	2856	.139	4.87**	31.29**	.006
—	Objective performance	Job satisfaction	19	4769	.126	4.11**	86.75**	.014
—	Gender	Experience	14	2712	−.161	−4.69**	47.02**	.012
—	Gender	Self-rated performance	11	2138	−.010	−.54	8.03	.000
—	Gender	Manager-rated performance	8	1475	−.034	−1.21	9.40	.001
—	Gender	Objective performance	9	1482	−.042	−.95	25.60**	.011
—	Gender	Job satisfaction	12	2529	.041	1.37	27.50**	.006
—	Self-rated performance	Manager-rated performance	9	1423	.246	8.07**	13.40	.003
—	Self-rated performance	Objective performance	13	2470	.263	6.29**	64.66**	.018
—	Manager-rated performance	Objective performance	22	3674	.352	10.65**	113.68**	.019

Results: Sample Bias

Table 2
DIRECT AND TOTAL EFFECTS FOR STRUCTURAL MODELS

		Initial Model				*Reciprocal Model*				*Final Model*			
Hypothesis	*Relationship*	*Direct Effect*	*t*	*Total Effect*	*t*	*Direct Effect*	*t*	*Total Effect*	*t*	*Direct Effect*	*t*	*Total Effect*	*t*
H_1	ASB → self-rated performance	.24	7.65**	.29	9.66**	.20	5.66**	.29	10.12**	.20	6.26**	.29	9.66**
H_1	ASB → manager-rated performance	.08	2.52*	.08	2.50*	.04	1.14	.07	2.43*	.04	1.28	.08	2.50*
H_1	ASB → objective performance	.15	4.67**	.14	4.65**	.11	2.98**	.13	4.21**	.12	3.63**	.14	4.65**
H_2	ASB → job satisfaction	.21	6.30**	.31	10.20**	.26	6.54**	.31	10.82**	.25	7.85**	.31	10.20**
H_3	CO → self-rated performance	.15	4.83**	.15	4.83**	.12	3.58**	.12	2.51*	.12	3.87*	.15	4.83*
H_3	CO → manager-rated performance	−.02	−.60	−.02	−.60	−.05	−1.48	−.03	−.79	−.05	−1.50	−.02	−.60
H_3	CO → objective performance	−.03	−1.06	−.03	−1.06	−.06	−1.94	−.05	−1.33	−.05	−1.73	−.03	−1.06
H_4	CO → job satisfaction	.17	5.52**	.18	5.99**	.19	5.99**	.15	3.08**	.18	5.99**	.18	5.99**
H_5	ASB → CO	.31	10.57**	.31	10.57**	.40	3.74**	.39	4.77**	.31	10.57**	.31	10.57**
H_{5r}	CO → ASB	—	—	—	—	−.10	−.78	−.10	−.82	—	—	—	—
H_6	Gender → ASB	−.01	−.27	−.01	−.27	—	—	−.02	−.79	−.01	−.27	−.01	−.27
H_7	Gender → CO	.19	7.28**	.19	6.96**	.19	7.11**	.19	7.12**	.19	7.28**	.19	6.96**
H_8	Experience → ASB	.15	5.32**	.15	5.32**	.16	5.45**	.15	5.34**	.15	5.32**	.15	5.32**
H_9	Experience → CO	.03	1.02	.08	2.72**	—	—	.06	3.43**	.03	1.02	.08	2.72**
—	Experience → self-rated performance	.20	7.46**	.24	9.01**	.20	7.59**	.24	9.00**	.20	7.59**	.24	9.01**
—	Experience → manager-rated performance	.21	7.503**	.22	8.02**	.21	7.63**	.22	8.05**	.21	7.65**	.22	8.02**
—	Experience → objective performance	.26	9.81**	.28	10.62**	.26	9.89**	.28	10.61**	.26	9.90**	.28	10.62**
—	Experience → job satisfaction	−.07	−2.41*	.04	1.48	—	—	.04	1.43	−.01	−.39	.04	1.48
—	Self-rated performance → job satisfaction	.12	3.57**	.12	3.57**	−.02[a]	−.42	−.02	−.43	—	—	—	—
—	Manager-rated performance → job satisfaction	.10	3.03**	.10	3.03**	−.02[a]	−.42	−.02	−.43	—	—	—	—
—	Objective performance → job satisfaction	.05	1.43	.05	1.43	−.02[a]	−.42	−.02	−.43	—	—	—	—
—	Job satisfaction → self-rated performance	—	—	—	—	.17[b]	2.64**	.16	2.79**	.15	4.94**	.15	4.94**
—	Job satisfaction → manager-rated performance	—	—	—	—	.17[b]	2.64**	.16	2.79**	.16	4.91**	.16	4.91**
—	Job satisfaction → objective performance	—	—	—	—	.17[b]	2.64**	.16	2.79**	.12	3.72**	.12	3.72**
—	Gender → self-rated performance	—	—	.03	2.50*	—	—	.02	2.50*	—	—	.03	2.50*
—	Gender →manager-rated performance	—	—	−.00	−.65	—	—	−.01	−.78	—	—	−.00	−.65
—	Gender → objective performance	—	—	−.01	−1.03	—	—	−.01	−1.28	—	—	−.01	−1.03
—	Gender → job satisfaction	—	—	.03	2.95**	—	—	.03	3.02**	—	—	.03	2.95**

*$p < .05$.
**$p < .01$.
Notes: Parameter estimates with the same superscript are constrained to be equal. Gender is coded as male = 0, and female = 1.

Discussion

- This study updates and extends several previous meta-analyses of sales force research and provides new evidence on the antecedents and consequences of adaptive selling and CO.
- Both the correlations and the structural coefficients show that ASB is related more to self-rated performance than to manager-rated or objective performance.
- The higher correlation between two self-rated attributes could result from response tendencies and common method biases (e.g., Podsakoff et al. 2003).
- Adaptive selling behavior has a positive direct effect on satisfaction and an indirect effect mediated by CO.
- Customer orientation increases self-rated performance and job satisfaction. The effects are not large, but as with ASB, salespeople who are high in CO believe that they are doing a better job and are more satisfied with their job than salespeople who are low in CO.

Conclusion

- A key finding is that ASBs have stronger effects than customer-oriented selling on salesperson performance and satisfaction, though the strength of the effect depends on the performance measure used.
- Sales experience increases performance but not job satisfaction, and gender has no important influence on either.
- Satisfaction increases all three measures of performance.

BUSINESS-TO-BUSINESS SERVICES AND FIRM PERFORMANCE: THE CASE OF MARKET-BASED LEARNING IN OUTSOURCED CUSTOMER RELATIONSHIP MANAGEMENT

Jeong Eun Park (Ewha Womans University)

Robert Morgan (UA)

Bev Brockman (UT)

Areas of Research Interests

Outsourcing
Customer Relationship Management
Market-Based Learning,
Organizational Learning

Research Questions

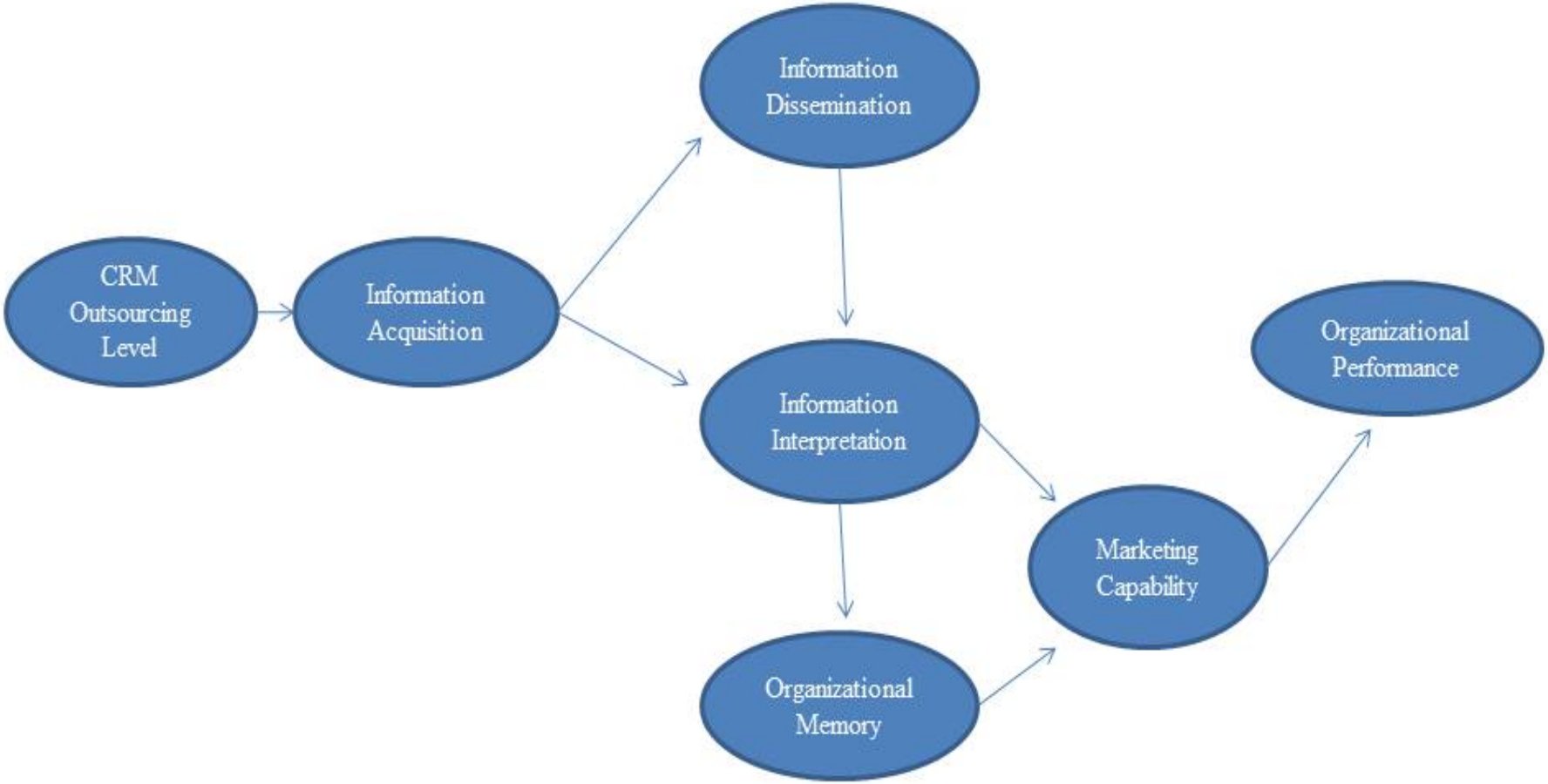
How Does Outsourcing Marketing Function Influence on Learning and Performance

Research Overview

- The advantages of outsourcing, primarily cost savings and flexibility, have been recognized in business-to-business markets.
- One activity that is being outsourced by an increasing number of companies is customer relationship management (hereafter CRM).
- Although outsourced CRM may provide cost savings, the outsourcing firm may miss opportunities to enhance customer knowledge.
- The influence of CRM outsourcing level (i.e. extent) on organizational learning, as captured in the processes of information acquisition, dissemination, interpretation, and organizational memory, is evaluated.
- Then, the influence of each relational information process on the firm's marketing capability and the organizational performance that results from that capability is assessed.

Research Model

Negative direct and indirect Effects of Outsourcing on learning process and performance



Results

Direct Effects

Hypothesis	From	To	Standardized Estimate	t-value
H1	CRM Outsourcing Level	Information Acquisition	-.21	-2.45
H2	Information Acquisition	Information Dissemination	.74	10.56
H4	Information Acquisition	Information Interpretation	.61	10.98
H5	Information Dissemination	Information Interpretation	.28	6.05
H7	Information Interpretation	Organizational Memory	.88	10.96
H9	Information Interpretation	Marketing Capability	.39	4.63
H10	Organizational Memory	Marketing Capability	.26	3.98
H11	Marketing Capability	Organizational Performance	.83	11.36

Results

Indirect Effects

Hypothesis	From	To	Standardized Estimate	t-value
H3	CRM Outsourcing Level	Information Dissemination	-.15	-2.40
H6	CRM Outsourcing Level	Information Interpretation	.17	-2.44
H8	CRM Outsourcing Level	Organizational Memory	-.15	-2.40
H12	CRM Outsourcing Level	Marketing Capability	-.10	-2.37
H13	CRM Outsourcing Level	Organizational Performance	-.09	-2.36

Conclusion

- In conclusion, it is the hope of these authors that this research assists both academicians and business practitioners by improving our understanding of CRM outsourcing and its potential contributions to OL, marketing capability, and performance.
- By examining these vital outcomes of outsourcing CRM systems, this study offers a holistic approach to effective CRM deployment.
- Further, it is evident that learning is the crucial link between the CRM technology and successful outcomes, notably strong marketing know-how and enhanced performance.

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Questions ?