

# The Study of Relationship Marketing: the Cases of RT-Mart and Costco

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## Abstract

With the development of economics, people got better living quality and then the consuming behavior is also changed. Under this kind of change, traditional stores disappeared. Instead, hypermarkets which stress do it yourself, low price and one stop shopping have replaced the traditional stores. This kind of store has the characteristics of high rotation rate and low gross margin. Due to the intensive competition, the running styles for hypermarkets have changed from quantity to quality. Therefore, how to maintain the relationship with customers has become a key issue. Relationship marketing therefore plays an important role because it will directly influence the performance of the store. This study tries to explore the marketing strategy for hypermarket from the perspective of relationship marketing. Exploratory research was then adopted and qualitative in-depth interviewing was carried out. The findings suggest that there are five stages for relationship marketing which are awareness, exploration, expansion, commitment, and dissolution. Further, three-level relationship is connected, which are price, personal service and structured connection. Two case companies have their own strategies for each stage and level. For example, RT-Mart adopts membership card, advertisement to remind customers its brand. Costco uses word of mouth, customer preference and personal selling for the awareness of membership card. On the point of structured connection, RT-Mart take advantage of membership card to maintain the relationship, rather, Costco charges its member for the card in order to lower the operating cost and offer competitive price for the customers.

**Key Words: Relationship Marketing, Hypermarket Membership Card**

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# 關係行銷策略之研究 —以大潤發與好市多會員卡為例

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## 摘 要

隨著經濟快速成長，國人的生活水準與品質已大為提升，其消費型態也有所改變，在此轉變下，傳統的零售業已不復見，取而代之的是強調「自助式、低價、一次購足」的大型量販店，量販店特性為高週轉以及低毛利之行業，在台灣量販產業競爭相當激烈，近來，量販店在法令改變與市場刺激下，逐漸由以往以「量」取勝之經營模式，轉變為現今對「質」之提昇，因此與顧客建立長期的互惠關係，有賴於關係行銷策略上之運籌帷幄必須掌握關鍵才有優異的經營績效。本研究就關係行銷之角度探討大潤發與好市多之會員卡行銷策略，本研究屬探索性之質性研究，故針對兩家業者之經營主管分別進行深度訪談，結果發現兩家量販店在關係行銷策略的五個階段：知曉、探查、拓展、承諾、解散及三個層次：價格、個人化服務、結構性的結合，各有不同的策略與作法。比如在知曉階段發現大潤發是利用會員卡、路招、宣傳車的方式讓顧客了解並知道店家的存在；好市多是利用口碑、顧客消費喜好、卡務推廣人員來讓顧客知道；而在關係行銷的結構性的結合部分，大潤發是利用會員卡來做關係行銷，而好市多則是利用會員卡的收費制度，來降低整體的營運成本，以提供顧客更滿意的價格。

關鍵字：關係行銷、量販店會員卡

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