

通路依存度、權力來源與通路衝突之關係

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摘要

由於台灣的連鎖便利商店正蓬勃發展，加盟店是其未來的主要展店趨勢。因此，本篇研究乃針對連鎖便利商店的自願加盟和特許加盟兩種通路型態，探討兩種加盟型態的加盟者與總部的相互關係是否有不同，以作為通路管理的參考。本研究問卷採人員訪問法，並以加盟體系和地區別為控制變數的配額抽樣方法進行，共有取自台灣北、中、南地區的287份有效樣本。對兩種加盟型態的依存度、權力來源、權力行使、通路衝突的平均值進行T檢定，發現不同通路型態中，其依存度和權力行使有顯著性差異。再以迴歸分析和規則相關分析，比較兩種加盟型態中，其變數間的關係。結果證實不同通路型態中，其依存度與權力行使的關係不同；其權力來源與權力行使的關係不同；而依存度搭配權力來源，影響權力行使的途徑亦不同。因此在通路管理的角度而言，必須了解不同加盟型態中，加盟者與總部的關係不同，須給予不同的支援，才能有效提高通路管理的效能。因此，本研究建議自願加盟的總部應：1.增強總部的角色和地位的功能，提高自願加盟者的認同。2.提昇總部物流或統倉的競爭能力。3.總部強化研發或引進差異性新產品的能力。4.總部應調整新產品的推廣政策。特許加盟的總部應：1.給予特許加盟店適度的彈性自主權。2.增強總部的角色和地位的功能，提高特許加盟者的認同。3.積極加強總部的專業知識學習，特別是商品陳列方面的專業知識。4.總部應提高對特許加盟者獲利能力的幫助。5.減少強制權的運用。

關鍵詞：通路依存度；權力來源；通路衝突；便利商店

目錄

目錄	
第一章 緒論	
第一節 研究背景與動機	1
第二節 研究目的	5
第三節 研究對象及範圍	6
第二章 文獻探討	
第一節 連鎖加盟的探討	9
第二節 權力行使	13
第三節 權力來源	19
第四節 依存度	25
第五節 通路衝突	29
第三章 研究方法	
第一節 研究架構	38
第二節 研究假設	40
第三節 研究變數的操作型定義	40
第四節 研究變數的衡量方法與問卷設計	41
第五節 研究工具	47
第六節 研究流程	57
第七節 資料分析方法	58
第四章 研究發現與資料分析	
第一節 加盟型態的比較	60
第二節 影響權力行使的因素	67
第三節 後續衝突的因素	85
第五章 結論與建議	
第一節 研究結論	88
第二節 通路管理	91
第三節 後續研究建議	94
參考文獻	95
附錄一:本研究問卷	103

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