

On Determinants of Distributor's Behavior in Channel Relationships---A Case Study of Merida Company

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ABSTRACT

An enterprise seeks for more flexible and competitive operation models along with changes of the market environment. A critical current issue for the marketing environment is to find out appropriate management for the status quo of outlets; i.e. to establish resource interdependence and reciprocal cooperation and promises through the relationship of channel network so as to reduce the uncertainty an enterprise faces during operation. In this thesis, motives of forming outlet network, power and structural types of outlet channels will be explored via the behavioral characteristics of the outlet members. Finally, the results of their interrelationship will be discussed and suggestions of this research to the pragmatic level will be presented. Information of this research is collected based on in-depth interviews and research objects are directed towards the bike manufacturers in the domestic sales outlet system of Merida Company. Three (3) general dealers and three (3) retailers are selected. People in charge of outlet channels are interviewed. Information obtained from the interviews is analyzed, screened tested and modified in order to prove the hypothesis presented as the theoretical frame of this research. Important findings are listed as follows. 1. Motives of forming outlet networks will be significantly influenced by the relationship and interactive experience of the members in the past. 2. The more obvious motives of forming outlet networks are, the more impact they will impose on the behaviors of outlet members. 3. Application and exercise of the outlet right/power will impose significant effect upon behaviors of outlet members. 4. The structural type of an outlet network is long-term orientated and the interdependence level among members is high; nevertheless, short-term orientated members are hardly interdependent. 5. The stronger the motives of forming outlet networks are, the structure of the outlet relationship tends to become long-term orientated. 6. The mechanism of interpersonal relationship has conspicuous influence on the behaviors of the members in the outlet system. 7. The long-term resource interdependent relationship among outlet members imposes significant impacts on conflicts.

Keywords : outlet networks ; motives ; interdependent ; power ; conflicts ; structure of the outlet relationship

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