

A Study on Developing the Models for Evaluating the Administration Performance of Retail Stores

蔡忠林、劉水深；陳欽雨

E-mail: 8919772@mail.dyu.edu.tw

ABSTRACT

One of the most important strategic decisions of top management for franchise chain stores is to measure and evaluate the administration performance of their retail stores. It is necessary for store's headquarters to build an administration management system that can be followed by managers and owners to evaluate the store performance. Based on the results obtained from this performance evaluation system, the storeowners can measure the performance of their current stores. The results also can serve as a reference for selecting new stores and as a standard for guiding the store operations to promote the overall performance and competitive advantage of chain convenience stores. This study made a literature review and conducted a survey to experts using questionnaire to select the indices for measuring the performance of retail stores. A multiple regression method was used to select the significant indices, which could be considered as key successful factors affected store's operation performance. Moreover, a linear discriminant function was developed to serve as a tool for the proprietors of chain stores to recruit their managers. Three franchise chain stores systems, 7-Eleven, Family-Mart, and Hi-Life, including 164 effective samples were chosen as study cases to demonstrate the proposed methods and develop the evaluation models. Some important findings were obtained after completing this study: They are: 1. The important factors influenced the convenience store's performance are store location, merchandise management, shop design, and shop clerk management. 2. The store manager's ability of leadership, spirit of respecting work, and experience of related work are critical factors that may affect the performance of store administration. 3. The result shows that there is no significant difference of store performance according to the comparison of three various systems of franchise chain store. 4. The characteristics of store manager, such as leadership, respecting work, intimacy and cordiality, can be adopted to develop the discriminant function for diagnosing the performance for managing stores. The ratio of correctness of discriminant analysis is about 74.4 percent.

Keywords : store performance ; discriminant analysis ; manager characteristics ; critical success factor

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