

ORGANIZATIONAL CONTROL OVER LOCAL CHAIN FRANCHISE BUSINESSES

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ABSTRACT

BUSINESS CHAIN UNDER FRANCHISE HAS BEEN THE RECENT PRACTICE IN TAIWAN TO SPEED UP BUSINESS EXPANSION AND MULTIPLY CHANNELS, AND RELATIONSHIP MARKETING HAS BECOME AN IMPORTANT ISSUE IN MARKETING. HOWEVER, CONFLICTS BETWEEN FRANCHISE HOLDERS AND FRANCHISEES ARISE VERY OFTEN DUE TO THE USE OF DIFFERENT CONTROL MEASURES WITH REGARD TO DIFFERENT CHANNEL STRUCTURES. THEREFORE, THIS STUDY ATTEMPTS TO EXPLORE THE FOLLOWINGS ACCORDING TO CHANNEL POWER THEORY AND ORGANIZATIONAL CONTROL THEORY. 1. FRANCHISE HOLDER'S POWER OVER FRANCHISEES AMONG VARIOUS SYSTEMS THROUGH INTERVIEWS. 2. CORRELATIONS BETWEEN THE BALANCE OF POWER BETWEEN FRANCHISE HOLDERS AND FRANCHISEES AND THE ORGANIZATIONAL CONTROL MECHANISMS ADOPTED BY FRANCHISE HOLDERS THROUGH IN-DEPTH INTERVIEWS OF FRANCHISE HOLDERS OF DIFFERENT FIELDS. 3. INFLUENCE ON THE FRANCHISEE'S EFFICIENCY IN TERMS OF THE ORGANIZATIONAL CONTROL STRATEGIES ADOPTED BY FRANCHISE HOLDERS THROUGH INTERVIEWS. 4. PROPOSITION OF AN ORGANIZATIONAL CONTROL STRATEGY FOR BUSINESS CHAIN UNDER FRANCHISE IN RESPONSE TO ENVIRONMENTAL CHANGES AND TO ENHANCE OVERALL OPERATION EFFICIENCY THROUGH REVIEW OF LITERATURE AND INTERVIEWS. 5. FUTURE TRENDS OF BUSINESS CHAIN UNDER FRANCHISE. EXPLORATION HAS BEEN USED AS THE METHODOLOGY OF STUDY ON LOCAL BUSINESS CHAINS WITH OVER 100 FRANCHISEES, I.E., KID CASTLE EDUCATIONAL GROUP, MCWEIDEN BREAKFAST CHAIN, AND CROWN BOOK RENTAL. RESULTS OF THE RESEARCH SHOW: 1. POWER OF FRANCHISE HOLDERS AND ORGANIZATIONAL CONTROL MECHANISM: FRANCHISE HOLDERS HAVE LITTLE POWER OVER FRANCHISEES AT THE BEGINNING OF ESTABLISHMENT, AND FAMILY BUSINESS IS THE COMMON ORGANIZATIONAL CONTROL MECHANISM. FRANCHISE HOLDERS GAIN MORE POWER IN THE LEADERSHIP PERIOD, AND ORGANIZATIONAL CONTROL HAS TURNED TOWARD LEVEL CONTROL. 2. BALANCE OF POWER BETWEEN FRANCHISE HOLDERS AND FRANCHISEES AND ORGANIZATIONAL CONTROL MECHANISM: AIMING TO MAINTAIN AN ECONOMIC SCALE AND TO EXPAND MARKET SHARE RIGHT AT THE BEGINNING OF ESTABLISHMENT, THE CAPACITY OF FRANCHISEES WILL EASILY BECOME THE RESOURCE OF COUNTER POWER, AND FAMILY BUSINESS IS THE COMMON ORGANIZATIONAL CONTROL. IN THE LEADERSHIP PERIOD, THE FRANCHISEE'S RESOURCES ARE UNABLE TO COMPETE WITH THE FRANCHISE HOLDERS, AND ORGANIZATIONAL CONTROL HAS TURNED TOWARD LEVEL CONTROL. 3. CAUSES OF CONFLICTS WITHIN ORGANIZATION AND SETTLEMENT OF CONFLICTS: DISPUTES ARISING FROM OR IN CONNECTION TO THE LICENSING CONTRACT ARE OFTEN THE SOURCE OF CONFLICTS BETWEEN FRANCHISE HOLDERS AND FRANCHISEES. PARTICIPATION IS THE SETTLEMENT OF SUCH CONFLICTS OF ALL THREE SUBJECTS. IT HELPS TO ENHANCE THE OVERALL EFFICIENCY OF THE SYSTEM. 4. ORGANIZATIONAL CONTROL STRATEGY AND OVERALL SYSTEM PERFORMANCE: ORGANIZATIONAL CONTROL STRATEGY OF FRANCHISE HOLDERS IS DESCRIBED IN TERMS OF THE FOLLOWING THREE ASPECTS: ORGANIZATIONAL CONTROL MECHANISM, COOPERATIVE COMMUNICATIONS AND SETTLEMENT OF CONFLICTS BETWEEN BOTH SIDES. IN THE AREA OF VOLUNTARY FRANCHISE SYSTEM, FAMILY BUSINESS IS THE COMMON ORGANIZATIONAL CONTROL SYSTEM. IN THE AREA OF INVITED FRANCHISE, LEVEL CONTROL IS THE ORGANIZATIONAL MECHANISM. 5. FUTURE TRENDS OF BUSINESS CHAIN UNDER FRANCHISE: FOLLOWING RAPID INFORMATION DELIVERY AND CONSUMER BEHAVIORAL CHANGES, COMPETITIONS AMONG CHAINS WILL BE THE FUTURE TREND OF BUSINESS CHAIN. TO WIN OVER ALL OTHER COMPETITORS, IT IS NECESSARY FOR A CHAIN TO CONSTANTLY STRENGTHEN PRODUCT POSITIONING, TO IMPROVE BRAND IMAGE, TO ACCELERATE PRODUCT R&D, AND TO OFFER CREATIVE MARKETING AND PLANNING SERVICES, IN ORDER TO MAINTAIN THE STEADY GROWTH OF CHAIN THROUGH INCESSANT EFFORTS AND CONSTANT REFORMS.

Keywords : FRANCHISE CHAIN, RELATIONSHIP MARKETING, CHANNEL POWER, BUREAUCRATIC

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