

# The Study of Organizational Control of Foreign Brand on Local Franchise Operations

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## ABSTRACT

The key behind a successful franchised convenient store operation lies in the structure of the franchise system itself and the management and coordination of franchise headquarters, and how an equilibrium between the franchiser and franchisee can be established and maintained within a franchise system which may improve mutual competitiveness, which is increasingly being emphasized by academics and operators alike. Operating under a competitive yet cooperative environment, cooperation has emerged as a mean of acquiring competitive edge and an essential tactic for securing the control and management of a distribution channel. The study framework, developed around the premise of organizational cooperation mode and command strategy, is intended to examine how the cooperation and interaction between a franchise headquarters and its franchisees within a franchise system, together with an adequate control mechanism, interactive communications and means of constructive conflict resolution, can affect how a franchise distribution 's overall performance yield. Prime industries focused by the study consist of the franchised 3C industry, franchised drugstore operation and franchised convenient store operation, particularly of premiere leading foreign franchise operations sharing similar operational and management system that have achieve a certain level of success in its local operation in Taiwan. As an explorative research, the study is primarily developed around secondary data, together with industry comparison conducted on archival research in marketing distribution study, in an effort to locate the similarity and dissimilarity among different industries and the correlation of how an adequate theoretic framework and organization control can affect the overall operating yield, with which strategic significance may be concluded; some of the crucial findings in the conclusion, strategic significance and recommendations are as follows, 1. Research findings: (1) The organizational control strategy at a franchise headquarters tends to be dominated by the overall strategy of a company. (2) The organizational control strategy at a franchise headquarters tends to be dominated by the power structure at the franchise headquarters and the leverage of its franchisees. (3) The distribution power is manipulated by three factors - the control mechanism, cooperative communications and means of conflict resolution. (4) The organizational yield can be manipulated through a particular control strategy and the level of distribution power. 2. Strategic significance & recommendations: (1) The greater the power of a franchise headquarters, the relatively weaker leverage of its franchisees will be, resulting in a strengthened overall yield, or the franchise power, in a franchise system. On the contrary, the weaker the power of a franchise headquarters, the relatively greater leverage of its franchisees will be, resulting in a weakened overall yield, or the franchise power, in a franchise system. (2) A franchise system, seeking to maintain or enhance its franchised distribution yield or franchise power, relies on constantly brining in new franchisees that help support the franchise headquarters, as means to enhance its power and to attain the objective of improving the overall distribution yield or franchise power through building up a franchise headquarters ' participation in instilling a control strategy, cooperative communication mode, universal participation and mechanism for conflict resolution. (3) A combination of franchise headquarters-participated control strategy, cooperative communication mode, universal participation and means for conflict resolution remains the only means with which a franchise system may strengthen its organizational consensus and mutual confidence, essential for instilling an organizational confidence and reduces opportunism. While the ultimate mission lies in how best the franchisees could concentrate on their core business and the franchise headquarters on its core mission of business strategy, competitiveness and franchise leadership, through which the professional task-sharing and a teamwork cooperation can no doubt promise a win-win situation for all. Keywords: Dominance strategy, power, leverage, franchised power, organizational control, distribution yield

Keywords : Dominance strategy ; Power ; Leverage ; Franchised power ; Organizational control ; Distribution yield

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