

ANALYTICAL STUDY OF DEVELOPMENT OF FRANCHISE BUSINESS IN THE REPUBLIC OF CHINA

蘇淑華、林志忠

E-mail: 9124022@mail.dyu.edu.tw

ABSTRACT

At dawn of the ages consumers and marketing in the wake of high level economic development, price wars, commodity services, store image and overwhelming activities will directly tell consumers' desire to buy. The conventional isolated fighting does no longer live up to economic effectiveness. Chained franchise has become the most stylish management mode. Through packaged purchase, multiple point marketing and collective advertising and sales promotion, business operators could bring down cost, erode risks and boost competitive edge. In chained franchises, the rights and obligations of franchisees and franchisers are issues falling within Fair Trade Law. Where the full disclosure policy was not yet enforced in full, very often franchisees become the poor victims. Unscrupulous franchisers try to charge additional franchise fees. All these represent the key issues those chain franchise firms must face up. The present study, therefore, would look into definition of chain franchise, development process, experiences and trends of franchise in foreign countries for verification to attain the following objectives: 1. Look into the origin and development process in managerial systems in the chained franchises in Taiwan through theories of chained franchise in foreign countries. 2. Conduct in-depth interview of franchise headquarters to compare the causes leading to different franchise types and the spread among them. 3. Probe into the similarities and differences of franchise systems of different lines. 4. Reorganize literature and conduct interview to offer one set of indigenous chained franchise to choose the franchise style and profit allocation. 5. Offer proposals to solve the defects and difficulties already confronting the existent franchises in Taiwan. 6. Analyze the future trends of chained franchise. The study adopts probing method by interviewing individually the eighteen franchise headquarters in six trade categories out of the top three franchise headquarters officially registered with "Taiwan Chain & Franchise Society" with open information. The study yielded the following findings including notably the following: I. Choice by the headquarters about the franchise styles: Choice of voluntary franchise: They choose voluntary franchise in an attempt to own autonomy, joining the franchise by their initiative. As the headquarters are less dominant, they very often fail to reach uniform quality and image. It is, therefore, more advisable to back such choice with concession franchise technology and, in turn, team up with development of the so-called concession voluntary franchise. Choice of concession franchise: Concession franchise is chosen because of lack in the headquarters in human resources, capitals and stores. The franchisees are, nevertheless, not dominating in sales revenues, procurement powers and selling prices. As a result, they pay and take full responsibility for performance but could not become a boss. Therefore, the right to procure for certain areas must be liberalized, or the franchisees must be backed and encouraged with incentives before they can break through the real bottleneck. II. Rationality of profit allocation in both sides: In the voluntary franchise, the profits are 100% given to the franchisees while the franchise headquarters charge only fixed amount or extremely low amount of service fees. This provides unattractive incentives to the headquarters in subsequent support and R&D., unable to encourage franchise headquarters to continually invest added resources and endeavor to ensure perpetuity of the chains. Franchisees are, therefore, supposed to show feedback by paying reasonable use fee to enable the headquarters to get added momentum to develop competitive edge. The concession franchise shall be in the payment at fixed amount as the sound incentives to both sides to effectively encourage both sides into adequate efforts. Currently in Taiwan, some convenience stores and laundries are advised to adjust royalty ratio in line with the mounting number of franchisees. Only such will become the best contractual design. III. Adversities currently challenging chain franchisees: (1) Unsound laws: Applicability of various environmental protection related laws, Labor Standards Law and Pension Law. (2) High headquarters turnover: This can be solved through career projecting in line with adequate bonus sharing awarding and promotion systems. IV. Trends of future development in chained franchises: With rapid transmission of information and consumption type, future franchises will be gradually transformed into competition among chain systems themselves. How shall stand out among competitors? This calls for efforts of the franchise headquarters: (1) "Innovation" and "uniqueness": Mentzet (1993) offered the concept of innovation as the very core of chained management. How to bring up added values by means of innovation is the very key to success. When the organization becomes unique, they would try to maximize performance, using the method not adopted by others to launch business which proves impossible from others. The organization will attain remarkable performance because it commits itself to consumers with different values. (2) Strategic alliance with same or varied trades: The compound management is mainly intended to seek different customers and to supply appropriate commodities and to enable the same customer levels to satisfy comprehensive demands. This is a means that chain stores must take toward higher efficiency and diversification. (3) Internationalization and Mainland China market development: The huge added chances in retail which is to be liberalized in Mainland China after WTO

admission has held the limelight of the world markets. Sharing the same culture and language as remarkable advantages, we get firmer footholds. Besides, all those Chinese communities throughout Asia will be the optimal markets those chain franchise firms can develop. V. Enactment of Chain Franchise Law will help improve long-term development of the local franchise headquarters: Currently there are only two franchise headquarters listed or OTC, i.e., 7-11 and Family, both being international chains transplanted into Taiwan, enjoying significant and sound growth because of sound constitution and secure financial standing. In the United States, the Federal Trade Code (FTC) was enforced in 1979, requiring that all chain franchise headquarters issue nationwide prospectuses. FTC has successfully regulated chains from going astray, unsound development and, most significantly, safeguarded lawful chains. It is, therefore, necessary that such law be enacted to help local franchise headquarters strengthen their constitution to go international and greater in scale.

Keywords : China franchise ; innovation ; strategic alliance ; profit co-sharing systems ; property rights

Table of Contents

第一章、緒論	1.1研究動機--P1	1.2研究目的--P4	1.3研究流程--P4	1.4研究範圍--P6	1.5研究問題--P7
第二章、文獻探討	2.1連鎖加盟的定義--P.8	2.1.1連鎖加盟體系的定義--P8	2.1.2美國對連鎖加盟之定義--P13	2.1.3日本對連鎖加盟之定義--P13	2.1.4我國對連鎖加盟之定義--P13
	2.2連鎖體系的類型--P14	2.2.1美國式連鎖體系之分類--P16	2.2.2日本式連鎖體系之分類--P17	2.2.3我國連鎖體系之分類--P20	2.3連鎖體系的優缺點--P21
	2.4連鎖加盟體系型態選擇理論--P22	2.5連鎖加盟的經營管理機制--P35	2.6連鎖加盟經營績效指標--P37	2.7連鎖加盟經營獲利來源策略--P38	2.8連鎖加盟經營對產業、社會及經濟之影響--P39
第三章、國內外連鎖加盟產業的發展概況	3.1連鎖加盟店之發展歷史--P44	3.2美國連鎖加盟發展沿革與現況--P46	3.3日本連鎖加盟發展沿革與現況--P48	3.4大陸連鎖加盟發展沿革與現況--P50	3.5台灣連鎖加盟發展沿革與現況--P52
	3.6台灣與各國連鎖業發展之比較--P54	第四章、研究設計	4.1研究架構--P57	4.2研究對象--P58	4.3研究方法--P58
	第五章、個案描述、綜合分析與命題驗證	5.1便利商店業：7-ELEVEN、全家、萊爾富--P63	5.2西式早餐業：美而美、麥味登、弘爺--P73	5.3洗衣業：快爾潔、泰利、隴西--P77	5.4房屋仲介業：住商、中信、21世紀--P82
	5.5兒童幼教業：吉的堡、喬登、三之三--P87	5.6書店業：金石堂、新學友、金玉堂--P90	5.7個案資料整理綜合分析--P96	5.8命題驗證--P98	第六章、結論與建議
	6.1研究結論--P106	6.2研究建議--P112	6.3研究限制--P116	6.4後續研究建議--P116	參考文獻
	一、中文部份--P117	二、英文部份--P120	附錄	附錄一：美國連鎖總部之公開說明書--P124	附錄二：日本連鎖總部之公告事項--P127
	附錄三：我國連鎖總部之公告事項--P128	附錄四：訪談大綱--P129			

REFERENCES

- 一、中文部份
- 1.2001台灣加盟總部指南，台灣連鎖暨加盟協會編印，民國90年1月。
- 2.三莆茜，商店連鎖店賺錢智典，三思堂，1998.12。
- 3.王德業，「特許加盟體系管理與控制之研究」，國立政治大學企業管理研究所碩士論文，民國81年。
- 4.王聰叡「連鎖經營之規模經濟利益研究」，國立政治大學企業管理研究所碩士論文，民國73年。
- 5.王和平，連鎖商店經營與發展，中國人民大學出版社，2000.9
- 6.毛梯順，影響連鎖店擴展之經營型態因素探討，東吳大學經研所，民國86年。
- 7.台灣加盟促進協會:2002台灣連鎖加盟商業特輯，民國91年2月。
- 8.司徒達賢，「臺灣中小企業之經營策略」，中小企業發展學術研討會，民國83年。
- 9.古永嘉譯，企業研究方法第五版，華泰發行，民國86年3月。
- 10.台糖公司營業處，國內連鎖經營產業調查，民國86年6月。
- 11.朱佳惠，「連鎖業經營型態組合最適化模式之研究」，中原大學企業管理學系，民國89年6月。
- 12.吳玠儒，台灣加盟連鎖體系介紹，聯經出版，民國90年12月。
- 13.李仁芳，「7-ELEVEN統一超商縱橫台灣---厚基組織論」，遠流出版社，民國84年。
- 14.吳彥毅，連鎖經營發展歷程之研究，東吳大學企管所，民87年。
- 15.汪林祥，「台灣連鎖便利商店經營策略之研究」，大葉大學事業經營研究所，民國89年2月。
- 16.林正修，「連鎖店經營的致富寶典」，漢湘文化，民國85年
- 17.流通快訊雜誌360期，民國91年3月。
- 18.林娟娟，「影響連鎖經營型態之因素---我國零售業之實證研究」，國立中興大學企業管理研究所碩士論文，民國79年，第17頁。
- 19.李孟熹等，連鎖店管理，科技圖書公司，民國87年4月。
- 20.桂世平，「開店、加盟、當老闆」，財經出版，90年7月。
- 21.莊文華，「連鎖體系擴張策略之比較研究」，國立政治大學企業管理研究所碩士論文，民國83年。
- 22.許士軍，「連鎖加盟事業---序言」，賴山水著，聯經出版事業，民國82年。
- 23.許愷，台灣地區連鎖店及連鎖系統的發展與改進之道，文化大學企管研究所碩士論文，民國70年。
- 24.原著唐·泰勒等，陳琇玲譯，對抗連鎖通路的經營祕訣，麥格羅·希爾出版，民國88年11月。
- 25.陳建亨，「連鎖加盟便利商店加盟關係之研究」，國立中興大學企業管理研究所碩士論文，民國86年。
- 26.陳憲志，「影響連鎖體系經營策略選擇因素之實證研究」，國立台灣大學商學研究所碩士論文，民國82年。
- 27.曹錫智，「本土連鎖加盟業組織控制之研究」，大葉大學事業經營研究所，民國90年6月。
- 28.張嘉智，「房屋仲介業經營績效評估模式建立之研究」，民國89年6月。
- 29.張翠玲，「連鎖加盟體系總公司控制機制之探討---特許加盟與自願加盟之比較」，國立中興大學企業管理研究所碩士論文，民國80年。
- 30.創業搶鮮誌第19期，民國91年2月。
- 31.經濟部商業司編印，連鎖店經營管理實務，民國89年12月。
- 32.廖誠昌，「流通業連鎖加盟體系合作關係之研究---連鎖便利商店之實證」，高雄工學院管理科學研究所碩士論文，民國86年。
- 33.廖國興，「連鎖便利商店產業直營或加盟型態與經營績效關係之研究」，輔仁大學管理學研究所，民國84年。
- 34.劉曜銘，「連鎖加盟之加盟比率與授權費結構之研究-以台灣便利商店為例」，中山大學企業管理研究所，民國83年。
- 35.劉原超，「連鎖經營的核心本質·創新」，民

國91年。36.盧均豪,「加盟辦法制訂對加盟選擇影響之研究」,實踐大學企業管理研究所,民國88年6月。37.鄧仁榮,「我國連鎖體系加盟策略之研究」,台灣大學商學研究所,民國82年6月。38.謝志明,「台灣連鎖企業規劃之研究」,淡江大學管理科學學系,民國88年6月。二、英文部份 1.ALAN HUGES;"FRANCHISE TO GO";NEW YORK;APR.2002。2.ALLAN AFUAH,"INNOVATION MANAGEMENT",1998。3.BRICKLEY, JAMES A.,AND DARK, FREDERICK H.,"THE CHOICE OF ORGANIZATIONAL FORM: THE CASE OF FRANCHISING", JOURNAL OF FINANCIAL ECONOMICS, VOL.18,1987,PP.401-420。4.CARNEY M.& GEDAJLOVIC E.;"VERTICAL INTEGRATION IN FRANCHISE SYSTEM:AGENCY THEORY AND RESOURCE EXPLANATIONS",JOURNAL OF STRATEGIC MANAGEMENT,VOL.12,1991。5.CARMAN, JAMES M. & P. KENNETH,"VHL. PHILLIS AND DUNCANIS MARRKETING: PRINCIPLES AND METHODS",7TH ED.,RICHARD D.IRWIN INC.,1973。6.CHARLES W. L. HILL & GARETH R. JONES,"STRATEGIC MANAGEMENT THEORY",5TH ED.,2001。7.CUMMING, T. (1984) ,"TRANSORGANIZATIONAL DEVELOPMENT", RESEARCH IN ORGANUZATIONAL BEHAV -IOR。8.DAFT, RICHARD A.,"ORGANIZATION THEORY AND DESIGN",1999。9.DAVE THOMAS & MICHAEL SEID,"FRANCHISING FOR DUMMIES",2000。10.ERWIN J. KEUP.:(2000) ,"FRANCHISE BIBLE:HOW TO BUY A FRANCHISE OR FRANCHISE YOUR OWN BUSINESS",4TH ED. THE OASIS PRESS。11.EL-ANSARY,ADEL I. AND STERN,LOUIS W.,"POWER MEASUREMENT IN THE DISTRIBUTION CHANNEL", JOURNAL OF MARKETING RESEARCH,VOL.47 (FEBRUARY 1972)。12.ETGAR, MICHAEL,SELECTION OF AN EFFECTIVE CHANNEL CONTROL MIX,JOURNAL OF MARKETING,VOL.42,JULY 1978,P.54。13.FRAZIER, GRAY (1983A) ,"INTERORGANIZATIONAL EXCHANGE BEHAVIOR IN MARKETING CHANNELS:A BROADENED PERSPECTIVE",JOURNAL OF MARKETING, VOL.47,FALL,PP.68-78。14.FRAZIER, GARY L., JAMES D. GILL & SUDHIR H. KALE (1989) ,"DEALER DEPENDENCY LEVELS AND RECIPROCAL ACTIONS IN A CHANNEL OF DISTRIBUTION IN DEVELOPING COUNTRY",JOURNAL OF MARKETING,VOL.53,JANUARY PP.50-70。15.ILAN ALON ; "THE USE OF FRANCHISING BY U.S.-BASED RETAILERS" ; JAURNAL OF SMALL BUSINESS MANAGEMENT ; MIL WAULKEE ; ARP.2001。16.JOHN F. LOVE,"MCDONALD'S BEHIND THE ARCHES",1995。17.GEYSKENS, INGE ; JAN-BENEDICT E.M. STEENKAMP, LISA K. SCHEER, & NIRMALYA KUMAR (1996) , "THE EFFECTS OF TRUST AND INTERDEPENDENCE ON RELATIONSHIP COMMITMENT: A TRANS-ATLANTIC STUDY", INTERN. J. OF RESEARCH IN MARKETING,VOL.13。18.HUNT, SHELLY D. AND JOHN R.NEVIN,"POWER IN A CHANNEL OF DISTRIBUTION:SOURCES AND CONSE -QUENCES",JOERNAL OF MARKETING RESEARCH,VOL.XI (MAY 1974) ,P.187。19.JUSTICE R. & JUDD R.,FRANCHISING,SOUTH-WESTERN PUBLISHING CO.,1989。20.MARTIN, ROBERT E.,"FRANCHISING AND RISK MANAGEMENT", AMERICAN ECONOMICS REVIEW",VOL.78 ,NO.5,1988,PP.3-12。21.MCCAMMON, BERY C.JR. (1970) ,"PERSPECTIVES FOR DISTRIBUTION PROGRAMMING",IN LOUIS P. MUCKLIN EDS, VERTICAL MARKETING SYSTEM,P.43。22.MERLE CRAWFORD & C. ANTHONY DI BENEDETTO,"NEW PRODUCTS MANAGEMENT",6TH ED.,2000。23.MINKLER, ALANSON P," AN EMPIRICAL ANALYSIS OF A FIRM'S DECISION OF FRANCHISE",ECONOMICS LETTER, VOL.34,1990,PP.78-82。24.MOHR,JAKKI & JOHN R.NEVIN (1990) ,"COMMUNICATION STRATEGIES IN MARKETING CHANNELS:A THEORETICAL PERSPECTIVE",JOURNAL OF MARKETING,OCTOBER,PP.36-41。25.MOHR, JAKKI & ROBERT SPEKMAN (1994) ,"CHARACTERISTICS OF PARTNERSHIP SUCCESS:PARTNER -SHIP ATTRIBUTES, COMMUNICATION BEHAVIOR,AND CONFLICT RESOLUTION", STRATEGIC MANAGEMENT JOURNAL。26.MOHR, JAKKI J. ; ROBERT J. FISHER, & JOHN R. NEVIN (1996) ,"COLLABORATIVE COMMUNICATION IN INTERFIRM RELATIONSHIPS:MODDERATING EFFECTS OF INTEGRATION AND CONTROL",JOURNAL OF MARKETING, VOL.60, JULY, PP.103-115。27.MOORMAN, CHRISTINE, GERALD ZALTMAN, & ROHIT DESHPANDE (1992) ,"RELATIONSHIPS BETWEEN PRIVIDERS AND USERS OF MARKET RASEADCH:THE DYNAMICS OF TRUST WITHIN AND BETWEEN ORGANIZATIONS", JOURNAL OF MARKETING RESEARCH, VOL.29,AUGUST。28.NORTON, S.W.,"FRANCHISING, BRAND NAME CAPITAL AND THE ENTREPRENEURIAL CAPACITY PROBLEM" ,STRATEGIC MANAGEMENT JOURSAL, VOL.9,1988,PP.105-114。29.OUCHI,WILLIAM G. (1979) ,"A CONCEPTUAL FRAMEWORK FOR THE DESIGN OF ORGANIZATION CONTROL MECHANISMS",MANAGEMENT SCIENCE。30.OXENFELDT, A.R., AND KELLY, A.O., "WILL SUCCESSFUL FRANCHISE SYSTEMS ULTIMATELY BECOME WHOLLY-OWNED CHAINS?", JOURNAL OF RETAILING, VOL.44,1969,PP.69-83。31.PHILLIPS,LYNN W.,"ASSESSING MEASUREMENT ERROR IN KEY INFORMATION REPORTS:A METHODOLOG -ICAL NOTE ON ORGANIZATIONAL ANALYSIS IN MARKETING", JOURNAL OF MARKETING RESEARCH,VOL. 18 (NOVEMBER 1981)。32.PHILLIPS KOTLER, MARKETING MANAGEMENT ANALYSIS, PLANNING, IMPLEMENTATION & CONTROL, 6TH ED.,1988。33.RUBIN, P.H.,"THE THEORY OF THE FIRM AND THE STRUCTURE OF THE FRANCHISE CONTRACT", JOURNAL OF LAW AND ECONOMIC, VOL.21,1978,PP.223-234。34.RUEKERT, ROBERT W. & GILBERT A. CHURCHILL, JR.,"RELIABILITY AND VALIDITY OF ALTERNATIVE MEASURES OF CHANNEL MEMBER SATISFACTION",JOURSAL OF MARKETING, VOL.226 (MAY 1984)。35.SCHUL, PATRICK L., WILLIAM M., AND LITTLE, TAYLOR L.,"THE IMPACT OF CHANNEL LEADERSHIP BEHAVIOR ON INTRACHANNEL CONFLICT", JOURNAL OF MARKETING, VOL.13 (SUMMER 1985)。