STUDY ON RELATED STRATEGIES IN DEVELOPMENT OF MAINLAND CHINA MARKET FOR CHILDREN'S EDUCATIONAL FRANCHISE BUSINESS - PROOR

王國安、劉原超

E-mail: 9124331@mail.dyu.edu.tw

ABSTRACT

After Mainland China entered into WTO on Dec. 11th, 2001, with the opening of domestic market, it can be expected that the chain distribution industries from all over the world will beset the huge market which the traders looked at for a long time. But reviewing the status of development of franchise service industries in Mainland China, it mainly concentrates on some low-ending businesses including restaurant, retailing store, dress & accessory shop, etc.. The children's educational business with higher speciality and complexity, which like the preschool and complementary English school, is not well-developed yet. For instance, on Nov. 7th, 2001, the fist one kindergarten co-established by Shanghai and Taiwan, "Shanghai Kid Castle Xujiahui Rd. Kindergarten", was opened. And that induced lots of care and extensive discussion by people in Shanghai who were engaged in educational business. The "Xin Min Night Press" which was the press with the largest publishing amount in Shanghai entitled this news as "Funny! The kindergarten also in Chain". It indicated that people in Mainland China were strange to operating the children 's educational business by chain. It could be understand that children 's educational franchise business is an industry with low extent of development in Mainland China. Based on this fact, we can deduce reasonably that there is a large space for developing for this business in Mainland China. However, based on the same fact we can deduce reasonably that there are some barriers which should be overcome in development of this business in Mainland China. Therefore, to know exactly the opportunities and problems of children's education market in Mainland China is the first topic of the said study. The second topic of the said study is to know the programs for channel and organization development in Mainland China of the children's educational business The said study mainly focus on the children's educational institute which exploits market in Taiwan successfully and also has experience of exploitation of market in Mainland China. It attempts to know the key factors of success of that institute, and to deduce the methodology for making related strategy during the process of exploitation of market in Mainland China. The specified studying target of the said study is as follows: n Kid Castle Educational Institute - A children's educational franchise institute with both the characteristics of successful experience in exploitation of market in Taiwan and Mainland China. However, the problems which the said study focus on, is not easy to get magnitude of statistics or material for proofing from extensive investigation or survey on related practices or exemplary cases. Based on this fact, the said study is planning to use the experience for developing of children's educational franchise industries in Taiwan as a basis, and combine the case study on the experience of exploitation of market in Mainland China of the specified children's educational franchise institute, then structure the proofing system of the said study by deducing their successful experience. As a conclusion, a children 's educational franchise institute should define its target market according to its core value or core competition capability at the early stage of development. After define the target market clearly, it is able to extend the market vertically or horizontally according to the conditions of the enterprise.

Keywords: 無

Table of Contents

第一章、緒論 1.1研究動機--P1 1.2研究目的--P4 1.3研究範圍及對象--P5 1.4研究問題--P5 第二章、文獻探討 2.1連鎖經營型態之探討--P6 2.1.1連鎖經營體系的定義--P6 2.1.2連鎖經營體系之分類--P10 2.1.3連鎖經營的特性--P21 2.2連鎖經營型態之發展--P22 2.2.1連鎖經營型態之選擇與發展--P22 2.2.2發展連鎖經營的條件--P30 2.3連鎖經營型態的通路發展及權力理論--P34 2.3.1依賴(DEPEDENCY)--P36 2.3.2抗衡權(COUNTERVAILING POWER)--P40 2.3.3權力來源(SOURCES OF POWER)--P45 2.3.4通路衝突--P50 2.3.5通路滿足--P52 2.4中國大陸兒童教育體系之探討--P53 2.4.1幼兒學前教育體系--P55 2.4.2小學正規教育體系--P56 2.4.3小學生課外進修(或培訓)教育體系--P58 2.5中國大陸兒教育市場之探討--P59 2.5.1幼兒學前教育市場--P61 2.5.2兒童英語、電腦培訓教育市場--P66 2.6中國大陸連鎖經營產業之發展現況--P73 第三章、研究設計 3.1研究架構--P77 3.2研究方法--P77 3.3研究流程--P80 第四章、個案描述及研究分析 4.1吉的堡教育機構個案描述--P82 4.1.1 公司沿革及連鎖經營發展成果--P82 4.1.2通路與組織發展計劃--P91 4.2個案分析--P121 第五章、研究結論與後續研究建議 5.1研究結論--P122 5.2後續研究建議--P122 參考文獻 一、中文部份--P124 二、英文部份--P128

REFERENCES

```
一、中文部分 1.中國統計信息諮詢服務中心編輯,「中國統計大全:社會及經濟發展」。 2.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。3.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。 4.朱佳惠,「連鎖業經營型態組合最適化模式之研究」,私立中原大學企業管理學系碩士論 文,民國88年。
5.沈朝江著,「大陸經貿投資概要」,中庸出版社。 6.行政院大陸委員會編,「大陸地區文教法規彙編」。 7.吉的堡教育機構,「中國
大陸營運計畫書」,2001年11月。 8.吳文宗,「2000年台灣連鎖加盟產業動態分析:服務業 - 安親課輔篇」,台灣連鎖加盟特輯 ,中華
民國加盟促進協會,民國90年。 9.吳彥毅,「連鎖經營發展歷程之研究」,私立東吳大學企業管理研究所,民國87年。 10.吳麗生,「
影響台商投資大陸西部之發展策略及區位因素分析」,國立中山大學大陸研究所碩 士論文,民國89年。 11.余俊杰,「連鎖體系教育訓
練制度與企業經營績效之相關性研究 」 , 私立大葉大學工業工程研 究所碩士論文 , 民國89年。 12.李美嫺 , 「信任因素對連鎖加盟績效
之影響」,國立中興大學企業管理研究所碩士論文,民國 86年。 13.李淨錦,「台灣連鎖加盟發展策略」,台灣連鎖加盟特輯,中華民
國加盟促進協會,民國90年。 14.法務部調查局編,「中共重要法規彙編」。 15.林俊雄,「台灣地區連鎖加盟事業經營管理者逆境回應
與工作滿足、組織承諾相關之研究」,私 立大葉大學事業經營研究所碩士論文,民國89年。 16.林加添,「特許經銷制度之研究」,國
立成功大學工業管理研究所碩士論文,民國69年。17.林宗瑤,「加盟連鎖網路內之合作與衝突」,國立台灣大學商學研究所碩士論文
,民國85年。 18.林盛程,「蘭鎖加盟體系之電子整合決定因素」,國立中山大學資訊管理研究所碩士論文,民國 85年。 19.林益山,
「直營與加盟體系之連鎖力研究」,私立銘傳管理學院管理科學研究所碩士論文,民國 85年。 20.陳秀津,「台灣地區連鎖業追求卓越
與其績效關聯性之研究」,國立彰化師範大學上業教育學系 在職進修專班碩士論文,民國89年。 21.陳朝嘉,「連鎖體系總部與直營店
和加盟店之間的知識移轉與經營型態選擇」,國立政治大學企 業管理學系碩士論文,民國89年。 22.陳登旭,「加盟體系連鎖總部建構
與發展之研究 」,國立雲林科技大學企業管理技術管理技術研 究所碩士論文。 23.陳慶得,「連鎖式經營關鍵成功因素之探討-以美語補
習業為例」,私立淡江大學管理科學學系碩 士論文,民國89年。 24.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。 25.袁世民,「台灣連鎖店經營型態選擇因素之研究」,高雄第一科技大學行銷雨流通管理學
系碩士論 文,民國89年。 26.廖方瑜,「連鎖體系之採購規劃與管理---以量販店為例」,國立台北大學企業管理學系碩士論文, 民國89
年。 27.高瑞瑤,「連鎖加盟體系創業導向與經營績效關係之研究」,私立東吳大學企業管理學系碩士論文 ,民國89年。 28.傅敏誌 ,
「連鎖體系店址選擇之架構建立與個案分析」,私立淡江大學管理科學學系碩士論文,民 國88年。 29.盧均豪,「加盟辦法制訂對加盟
選擇影響之研究」,私立實踐大學企業管理研究所碩士論文,民國87年。30.謝志明,「台灣連鎖企業規劃之研究」,私立淡江大學管
理科學學系碩士論文,民國87年。31.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
。 32.張翠玲,「連鎖加盟體系總公司控制力之探討---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。 33.嚴盛豪,「連鎖經營控制之研究---系統分析方法之應用」,國立政治大學企業管理研究所碩士論文,民國73年。 34.黃俊英,「
特許經銷制度的建立與管理」,現代管理月刊,民國72年7月號 35.劉汝駒,「進軍連鎖加盟」,東方出版社,民國86年。 36.賴士葆編
著,「臺商投資大陸內銷市場手冊」,行政院大陸委員會出版。 37.鄧仁榮,「我國連鎖體系加盟策略之研究」,國立台灣大學商學研
究所碩士論文,民國81年。 38.劉汝駒,陳弘元編著「掌握加盟優勢,聯鎖店的經營與管理」,金錢文化出版。 二、西文部分 1.ABELL
, MARK, "THE FRANCHISE OPTION:A LEGAL GUIDE", WATERLOO 2.ANDERSON, EVAN E., "THE GROWTH AND
PERFORMANCE OF FRANCHISE SYSTEMS: COMPANY VERSUS FRANCHISEE OWNERSHIP", JOURNAL OF ECONOMICS AND
BUSINESS, VOL.36, APR., 1984, P421-431 3.BRICKLEY, FAMES A. & DARK, FREDERICK H., "CHOICE OF ORGANIZATIONAL
FORM: THE CASE OF FRANCHISING", JOURNAL OF ECONOMICS, VOL.18, NO2, 1987, P401-420 4, BRADACH, JEFFREY L.,
"FRANCHISE ORGANIZATIONS", BOSTON, MASS.:HARVARD BUSINESS SCHOOL PRESS, 1998 5.CARNEY, M. & GEDAJLOVIC,
E., "VERTICAL INTERGRATION IN FRANCHISE SYSTEMS:AGENCY THEORY AND RESOURCE EXPLANTIONS", STRATEGIC
MANAGEMENT JOURNAL, VOL.1, DEC., 1986, P347-359 6.CAVES, RICHARD E. & MURPHY, WILLIAM F.,
"FRANCHISING:FIRMS, MARKETS, AND INTANGIBLE ASSETS", SOUTHERN ECONOMIC JOURNAL, VOL.42, 1976, P572-586
7.DENNIS L. FOSTER, "THE ENCYCLOPEDIA OF FRANCHISES AND FRANCHISING", FACTS ON FILE 8.DOW JONES-IRVIN,
"THE SOURCE BOOK OF FRANCHISE OPPORTUNITIES" 9.EROGLU, SEVGIN, "THE INTERNATIONAL PROCESS OF
FRANCHISE SYSTEMS:A CONCEPTUAL MODEL", INTERNATIONAL MARKETING REVIEW, VOL.9, NO.5, 1992, P19-30
10.FELSTEAD, ALAN, "THE CORPORATE PARADOX:POWER AND CONTROL IN THE BUSINESS FRANCHISE" 11.FRAZIER,
GARY L. & SUMMER, JOHN O., "PERCEPTIONS OF INTERFIRM POWER AND ITS USE WITHIN A FRANCHISE CHANNEL OF
DISTRIBUTION", JOURNAL OF MARKETING RESEARCH, VOL.23, MAY, 1986, P169-176 12.GREENE, C. SCOTT, "EFFECTS OF
EXERCISING DIFFERENT TYPES OF POWER IN A FRANCHISE CHANNE -L OF DISTRIBUTION", THESIS (PH. D.) - THE
UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL, 1978 13.GURNEY, GENE JR., "HANDBOOK OF SUCCESSFUL
FRANCHISING", MARK P. FRIEDLANDER, VAN NOSTRA -ND REINHOLD, 2ND ED 14.HOFFMAN, RICHARD C. & PREBLE,
JOHN F., "FRANCHISING: SELECTING A STRATEGY FOR RAPID GRO -WTH", LONG RANGE PLANNING, VOL.24, NO.4, 1991,
P74-85 15.HUNT, SHELBY D., "THE SOCIOECONOMIC CONSEQUENCES OF THE FRANCHISE SYSTEM OF DISTRIBUTIO -N",
JOURNAL OF MARKETING, VOL.36, 1972, P33-38 16.HUNT, SHELBY D., "THE TREND TOWARD COMPANY-OPERATED UNITS
IN FRANCHISE CHAINS", JOURNAL OF RETAILING, VOL.49, NO2, 1973, P3-12 17.HUNT, SHELBY D.,
"FRANCHISING:PROMISE, PROBLEM, PROSPECTS", JOURNAL OF RETAILING, VOL. 53, NO.3, 1973, P71-84 18.JUSTIS AND
JUDD, "MASTER FRANCHISING:A NEW LOOK", JOURNAL OF SMALL BUSINESS MANAGEMENT, JUL., 1986, P16-21
19.KNIGHT, RUSSELL M., "FRANCHISING FROM THE FRANCHISER AND FRANCHISEE POINTS OF VIEW", JOURNAL OF
```

SMALL BUSINESS MANAGEMENT, JUL., 1986, P8-15 20.LUCY HECKMAN, "FRANCHISING IN BUSINESS:A GUIDE TO INFORMATION SOURCES", GARLAND PUB. 21.MARTIN, ROBERT E., "FRANCHISING AND RISK MANAGEMENT", AMERICAN ECONOMIC REVIEW, VOL.78, NO.5, 1988, P954-968 22.MATHEWSON, G. F., & WINTER, R. A., "THE ECONOMICS OF FRANCHISE CONTRACTS", JOURNAL OF LAW AND ECONOMIC, VOL.28, 1985, P503-526 23.MENDELSOHN, M., "THE GUIDE TO FRANCHISING", 4TH ED., PERGAMON PRESS, 1985 24.NORTON, SETH W., "AN EMPIRICAL LOOK AT ORGANIZATIONAL FORM:THE CASE OF FRANCHISING", JOURNAL OF BUSINESS, VOL.61, NO.2, 1988, P197-218 25.OUCHI, WILLIAM G., "A CONCEPTUAL FRAMEWORK FOR THE DESIGN OF ORGANIZATION CONTROL MECHA -NISMS", MANAGEMENT SCIENCE, 1979 26.RUBIN, PAUL H., "THE THEORY OF THE FIRM AND THE STRUCTURE OF THE FRANCHISE CONTRACT", JOURNAL LAW OF AND ECONOMICS, VOL.21, 1978, P223-233 27.SHIVELL, KIRK, "RUNNING A SUCCESSFUL FRANCHISE", NEW YORK:MCGRAW-HILL, 1993 28.VAUGHN, CHARLES L., "FRANCHISING", 2ND & REVISED ED., LEXINGTON BOOKS, 1979 29."COMPETITION POLICY AND VERTICAL RETRAINS:FRANCHISING AGREEMENT", PARIS:OECD, 1993