

# 台灣行銷通路之管理:以機車業為例

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## 摘要

通路管理為組織管理活動中重要的一環，其目的在利用種種手段以加強通路成員間的合作關係，進而提高通路成員的經營績效，使雙方都能獲利。而目前機車業市場的行銷通路系統，同時存在兩種通路型態：1.傳統總經銷商制2.合作加盟連鎖制，而國內外之文獻探討又多以自願加盟連鎖及特許加盟連鎖系統為研究主題，因此，本研究以機車業為例，探討傳統總經銷商制與合作加盟連鎖制之製造商的權力行使及經銷商之依存度、抗衡權、潛在衝突、外顯衝突、滿意度及通路績效之關係。本研究問卷分為兩部份：1.製造商之問卷採開放式之問卷，以人員訪談之方法，蒐集製造商對不同通路型態權力行使的方式；2.經銷商之問卷採封閉式問卷，以配額抽樣的方式，並以廠牌、通路型態、通路階層為分類依據，主要以郵寄問卷的方式收集資料，共得有效問卷160份。本研究採用的統計方法有因素分析、t檢定、單因子變異數分析、逐步迴歸、典型相關分析；所得結果如下：1.製造商對傳統總經銷商制的權力行使顯著大於合作加盟連鎖制的權力行使。2.製造商對總經銷商、地區分銷商、股東車行的權力行使情形顯著高於一般車行。3.不同通路型態之通路成員對製造商的依存度並無顯著的不同4.總經銷商對製造商的依存度顯著大於其他通路成員。5.傳統總經銷商制與合作加盟連鎖制的抗衡權並無顯著的不同，普遍都很高。6.權力行使及依存度的關係因通路型態不同而有顯著的不同。傳統總經銷商制：經銷商更換製造商的代價高為傳統總經銷商制製造商控制經銷商之主要因素；合作加盟連鎖制：經銷商對製造商售後服務的依賴性為合作加盟連鎖制製造商控制經銷商的主要因素。7.合作加盟連鎖制的潛在衝突顯著大於傳統總經銷商制，但傳統總經銷制的外顯衝突卻顯著大於合作加盟連鎖制。造成不一致的原因為：整體而言，合作加盟連鎖制的經銷商的潛在衝突偏高；但由於合作加盟連鎖制經銷商對製造商的依賴高及對本身銷售績效的滿意高，經銷商不願也不敢對製造商有言語或文字上表示其不滿。8.傳統總經銷商制的滿意度顯著大於合作加盟連鎖制。9.傳統總經銷商制與合作加盟連鎖制兩者的經銷商與製造商存在的內顯衝突越小，則對製造商的滿意度越大且其通路績效更好，傳統總經銷商對製造商以文字或口頭表示對服務定價的不同意見也較少；而合作加盟連鎖制的經銷商，對製造商以文字或口頭表示對商品訂貨量及可販賣種類的不同意見較少。10.以經銷商自我知覺本身的銷售情況作為通路績效的衡量，顯示傳統總經銷商制的通路成員的通路績效優於合作加盟連鎖制通路成員的通路績效。

關鍵詞：商業；企業；管理；傳統總經銷商制；合作加盟連鎖制；言語與文字；行銷通路；權力

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