

加盟連鎖之資源限制：一比較性之研究

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摘 要

有許多理論探討加盟連鎖之動機，其中之一為資源限制理論，Oxenfeldt 和 Kelly 是首先提出此理論之人，他們認為加盟連鎖系統對加盟總部是一項利多，尤其是在總部發展初期，因為那時缺乏財力資源，管理能力，地方熟悉度及人力資源等，但他們認為總部會買回加盟店所有權當總部獲得足夠資源時，而此論點是基於組織之生命週期，然而，根據本研究對兩對比產業，一為以有形產品為主的便利商店，二為以無形服務為主之房屋仲介業所做之研究發現，不同所有權模式之連鎖店在資源限制理論上之結果不同，尤其，有些發現與現有理論相衝突，如資本限制，管理才能，和買回加盟店等。

關鍵字：加盟連鎖、所有權模式、資源限制

Resources Constraints in Franchising: A Comparative Study

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Abstract

Many theories discussing about the motivations for franchising, one of the most popular theories is explored from the perspective of resource constraint. Oxenfeldt and Kelly first put forward this kind of argument; they argue that franchising is advantageous to a franchisor in the early stage because of lacking some kind of resources including capital, management talent, knowledge of local market conditions and human resource. They also suggest that franchisors will buy back the profitable outlets as franchisors got enough resources based on the organisational lifecycle theory. However, in this research, the author uses two contrast industries, which are product based (convenience store) and service based (estate agency) to be a comparative study. In addition, various ownership patterns are also highlighted in either industry. By a cross case and within case study, the findings suggest that there are many conflict points against this theory, such as constraints on capital, management talent and buying back franchisees.

Keywords: franchising, ownership pattern, resources constraints

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