

加盟組織內之關係與衝突： 一比較性之研究

黃振誼* 袁國榮** 王建民***

摘 要

加盟連鎖是一種企業經營的模式，此種模式已創造出許多成功的企業，之所以會如此蓬勃發展是基於其失敗率較一般中小企業來的低，加上它讓許多創業者可以藉此為捷徑來達到快速成功的目的，然而，假如加盟系統發展期過短或不夠成熟的話，加盟總部與加盟店會對權利與義務認知不同而產生許多衝突，因為加盟契約基本上是對總部較有利的，此篇研究是探討加盟連鎖體系內的關係與衝突，研究設計是採用一比較性研究，兩個對比產業，便利商店及房屋仲介分別代表零售業與服務業被拿來做比較，以探鎖加盟總部與加盟店間的關係與衝突，研究發現彼此關係的品質是建立在加盟總部如何運用其優勢的權力來與加盟店做互動，彼此的互動會因產業特性及不同所有權模式而有所不同。

關鍵字：加盟連鎖、關係交換理論、所有權模式

A Comparative Study of Relationship and Conflicts within the Franchise Organization

* 育達商業技術學院行銷與流通管理系助理教授

** 亞東技術學院行銷與流通管理系副教授

*** 育達商業技術學院財務金融系副教授

Chen-I Huang^{*} Kuo-Jung Yuan^{**}
Chien-Min Wang^{***}

Abstract

Franchising, a kind of business format, has already created many successful businesses. This may be because of a perceived lower failure rate and the apparent shortcut to success for many entrepreneurs. However, if the development of franchise system is not long or mature enough, both franchisors and franchisees may have more different opinions on each other's responsibilities because the contract is written to benefit the franchisor. This paper is to explore the relationship and conflict within franchise organizations. A comparative research is adopted; two contrasting industries, the convenience store and estate agency which typify retail and service sector franchising are compared to explore the relationship and conflict between both parties. The findings suggest that the quality of relationship is based on the franchisor's strategy of using power and the interactions are varied from industry to industry. Different ownership patterns also have different reactions to the franchise relationship.

Key words: Franchising, Relational Exchange Theory, Ownership Pattern

* Assistant Professor, Department of Marketing and Logistics Management, Yu Da College of Business

** Associate Professor, Department of Marketing and Distribution Management, Oriental Institute of Technology

*** Associate Professor, Department of Finance, Yu Da College of Business