

題目	連鎖加盟策略之初探：內部加盟或外部加盟？
作者	李雨師(中原大學企業管理學系副教授) 嚴奇峰(中原大學企業管理學系教授) 簡震宇(中華精測科技股份有限公司主任管理師)
摘要	<p>過往探討連鎖加盟企業展店方式之研究，皆專注於企業以直營方式或者加盟方式展店，但本研究更進一步細分加盟方式，分別為外部加盟與內部加盟。本研究主要是以資源稀少理論、交易成本理論、代理理論以及內部創業觀點，探討影響連鎖加盟企業選擇以外部加盟或者內部加盟為展店方式之前因。本研究將前因歸納為加盟主行為、連鎖加盟企業需求、連鎖加盟事業特性以及連鎖加盟企業組織特性等 4 個構面。進一步以量化研究分析展店方式選擇之考量因素對於展店方式選擇之影響，輔以質化研究探究內部加盟與外部加盟之策略選擇，以驗證本研究架構與推論。</p> <p>本研究之研究對象為連鎖加盟企業總部，並對其進行問卷調查，共回收 47 份有效樣本，問卷有效回收率達 94%。實證結果顯示：為降低加盟主投機主義行為、搭便車行為、及其與總部之目標衝突，連鎖加盟企業傾向內部加盟方式展店；當分店與加盟總部的距離愈遠、連鎖加盟企業控制機制愈好，以及愈具有內部創業價值觀時，連鎖加盟企業傾向以內部加盟方式展店；而當連鎖加盟企業人力資源需求越高時，則傾向以外部加盟方式展店。</p>
關鍵字	連鎖加盟企業；交易成本理論；資源稀少理論；代理理論；內部創業
Title	An Exploratory Study on Franchise Strategy: Intrapreneurial Franchising or External Franchising?
Author	Yu-Shih Lee, Ghi-Feng Yen, Chen-Yu Chien
Abstract	<p>As to the expansion of franchising, previous researches focused on either direct selling stores or franchise stores. However, this study could provide more choices for franchising, including external franchising and intrapreneurial franchising. Based on the resource scarcity theory, transaction cost theory, agency theory and intrapreneurship view, this paper explored the determinants of choosing intrapreneurial franchising or external franchising. Through the literature review, 4 constructs were conducted as the determinants of franchising strategy choices: franchisee's behavior, needs of the franchisor, business features of franchising, organization characteristics of the franchisor. Both quantitative and qualitative research were adopted to test the relationship between the determinants and franchising strategy choices.</p> <p>We chose franchisors as the research target. 47 valid questionnaires were collected, and respondent rate was 94%. The results found that:</p> <p>The franchisor tends to adopt intrapreneurial franchising, to reduce the franchisee's opportunism behavior, free-riding behavior and conflict between franchisee and franchisor.</p> <p>The longer distance between branches and headquarters, the better control mechanism the headquarters has, and the more intrapreneurship view the headquarters has, the franchisor tends to adopt intrapreneurial franchising.</p> <p>The higher the demand for human resources, the more external franchising the franchisor tends to adopt.</p>
Keyword	Franchise; Transaction Cost Theory; Resource Scarcity Theory; Agency Theory; Intrapreneurship

