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With regard to other general franchise industry, such as catering services, there is about 70% of know-how which could be adopted, 20% to be adjusted, and another 10% which couldn't be adopted. However, CMA is different. Because Tai had designed a comprehensive set of teaching model and materials, franchisees could completely follow the procedures that CMA provided to train teachers through the English or Chinese version of VCD.

The set of teaching materials is invincible because it was designed based on Tai's 30 years of teaching experience, in addition to the procedures and methods that were accumulated from the teaching principle of the improved method of Two-handed Abacus Manipulation that had been applied to train many outstanding children. Besides these, teachers will integrate multimedia, singing, formulas and imagery memorisation methodology into their teaching to improve the atmosphere in class.

In the one and half hours of class, children would be more interested and often paid more attention to the class because the course was taught in a lively way.

As for the part that needs to be adjusted according to the local culture, Tai thought that it was part of "operational management." However, CMA had already made regulation for the appropriate adjustment to suit the different cultures in different countries. In terms of marketing, local agents will take full charge of it in order to adapt to local culture and custom.

While contacting with different people from different countries, Tai believed that the concept of "cultural integration," including respect, understanding, tolerance, absorption, development, and integration, must be incorporated in order to expand the enterprise overseas.

Tai said, "Regardless of country or ethnicity, everyone wants respect from other people. No one should be discriminated because of the colour of their skin." The one who respects others will be

respected by people. Thus, when Tai goes for business trips, he will study the local culture of the county he's travelling to.

Before he communicates with foreigners, he will read about their culture in order to avoid misunderstandings.

Since people in the world come from different countries, their thinking will be different. When talking about franchise cooperation with foreign agents, Tai will have to understand their way of thinking based on understanding, tolerance and respect in order to avoid too many conflicts. He could then direct the agents to be on the right track, "copying" the comprehensive teaching procedure of the CMA through teacher training.

While expanding an enterprise overseas, constantly absorbing knowledge and information is very important. Tai Chiang Ching would take the opportunity of travelling abroad to observe and absorb local culture as preparation for future education. He always writes down what he has seen and heard when travelling abroad. He also encourages his children to record down what they have experienced while travelling in order to train their skills in observation, thinking and compilation.