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Finally, foreign agents could report their questions and news to CMA headquarters through the Internet for Tai to give his opinions on teaching or operational management.

Step by step, general agents increasingly recognised the “enterprise” of abacus mental arithmetic. By completely copying the operational manual of education from CMA and then combining the Internet with teaching system from different locations, they are able to form a special cultural connection internationally.

In fact, when different cultures integrate with each other, and when all agents and franchisees accept this kind of operating system, the function then becomes completely developed. When the agents successfully copied the operational manual completely, the CMA headquarters in Taiwan then plays the role of franchisor, who would give the rights of operation and management to local agents. Unlike other enterprises where they micro-manage all franchisees and spend too much spirits instructing each office to operate, with a comprehensive set of teaching system, the headquarters just needs to authorize each franchisee to operate on their own, and thus, CMA could become the most excellent franchise system.

Meanwhile, Tai would also adopt some operational strategies suggested by those agents from different area.

Never tired of engaging in education

On an occasion, Tai was chatting with a friend about career and working. The friend asked Tai, “Some of my friends and I think that you are special, maybe because you think differently from others. Why did you never think of changing jobs? Have you ever felt bored of it? Usually most will change jobs every 5 to 8 years. How did you keep a job for 28 years?”

Tai replied, “It’s nothing special. During the past 28 years, when I was engaged in the education of abacus mental arithmetic, I was in different stages with different tasks. From the beginning of ‘period of teaching in person,’ I taught students the abacus mental arithmetic in person; secondly, the ‘period of teacher training’ I was especially

engaged in teacher training to train teachers for teaching students. Then in the period of 'teaching materials production,' I established a publisher to produce and publish teaching materials on abacus mental arithmetic. Finally, in the 'period of franchise and expanding,' I decided to expand my career internationally. I actively conducted exploration in many countries to look for opportunity of developing franchise system. Thus, I have never felt bored in operating my business."

Tai also told friends that within 100 years, there won't be another institute teaching abacus mental arithmetic that can surpass CMA. If there is one, the person must be very energetic and strong, with high wisdom, working for at least 13 hours every day and dedicated to the education of abacus mental arithmetic.

In addition, the person must make extra effort to train excellent teachers, develop new teaching method and materials, along with a internet teaching system, as well as multimedia teaching, etc. "Because those are jobs I do every day," said Tai. The most important was that, Tai was willing to invest in research and development. Tai also took the opportunity to absorb different kinds of experience while travelling all over the world to enhance his own knowledge. His friend asked again, "You have been operating CMA for 28 years, why are there only some countries and regions that have joined your CMA franchise system?"