



THE HIDDEN CULTURAL MANAGEMENT FACTORS IN ENGLISH CRAM SCHOOLS

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ABSTRACT

Cram schools are a huge business in Taiwan, with parents willing to pay thousands of dollars for what they consider an essential service for their children's academic achievement, especially English cram schools. They are especially intense around inner-city schools. However, it is not easy for English cram schools to be successful under the intense competitive environment. Thus, this study would like to investigate the successful management factors of non-chain or non-Franchisee English cram schools by using the categories in Kwok's Three-layered Cultural Model of Tutorial Schools (Kwok, 2001). Each category of this model represents the need of tutees and their parents. However, it is impossible to fulfill all of the customers' requirements. This study also intends to know the priorities of the management factors of the participant cram schools. If a cram school is to remain competitive, service quality and increasing customer satisfaction are crucial.