

Franchising: A Sustainable Business Model

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Abstract

Franchising is one of the tested successful business models in the world. Sustainability in reference to business is a state of its economic development and successful continuity of business operations. Goa is a dynamic state in India that witnessed and is continuing to witness a number of franchise brands operating and making its mark in the contribution of Gross Domestic Product. Goa has numerous global, national as well as state level franchise brands operating for past decades. Present study is an attempt to evaluate franchising as a sustainable model of conducting business. It explores the Determinants of Franchisee Inclination towards the Franchise Mode of Business and further tests their relationship with franchisee satisfaction and growth of franchise business. Towards the end of the study it tests the combined relationship among determinants of franchisee inclination towards franchise mode of business, franchisee satisfaction, growth of franchise business and franchise continuity decision of franchisee which in other terms could be referred to as sustainability of franchise business. For the purpose of the study, a sample of 238 franchise units has been selected from the state of Goa. Primary data collected using structured questionnaires has been analysed using factor analysis, linear regression and mediation analysis. The study identified four Determinants of Franchisee Inclination towards the Franchise Mode of Business which all in turn are found to raise the franchisee satisfaction and lead to growth of franchise business.

Keywords : Franchising, Trust, Ethics, Sustainability, Brand, Growth.

Introduction

Franchising is one of the fastest growing methods of doing business where, there exist two parties, namely, the franchisor and the franchisee. It is an agreement between these two parties whereby, the franchisor allows the franchisee to use an owned and tested brand name and trade mark and allows

carrying on the business as per agreed terms and conditions. Through franchising, a number of global brands are available locally and the local brands are accessible globally (Pai, 2018). Franchising is a system of conducting business, which depends to a great extent on the trust, ethics and high sense of responsibility although the entire model is built up on the basis of legal agreement signed by the two parties.

Franchising is often considered as one of the most successful business expansion mechanism (Tracey, 2016) in foreign countries as well as in India and thus is identified as a sustainable business model (Olive, 2017).

The present study aims at evaluating the franchising as a sustainable model of conducting business and growth thereby.

Literature Review

Although franchising has been recognised as one of the means of business growth, it is an area which has not been researched enough. The literature reviewed highlighted the following facts.

Franchising is viewed as one of the important industry that has contributed to the global economic development (Fauziah, 2018). Sustainability is a three dimensional concept and is built up on three pillars namely, economic prosperity and development, environmental integrity and social equity (Esther, 2017). Franchising is also known as one of the means to provide opportunities to the minorities and women who show interest in venturing into business (Mohd. Salleh, 2003).

As far as **sustainability** as a concept is concerned, it may be well aligned with the franchising mode of business as an ability to preserve and adjust to the terms and conditions of the agreement of franchise (Norazman, 2017). The study by Norazman relates to the various theories of sustainability in franchising such as Stakeholders Management theory, Seven Level of Sustainability theory, Sustainable Value Framework Theory and the Blue Ocean Strategy theory. Yet in another research, sustainability of a business is also referred to as the continuity of the business where it can be defined as the capacity to maintain its commercial viability where business can fulfil its obligations and improve its operations (Jannett, 2019). With respect to franchising, one more fact that has been brought to light is that the franchisees are willing to continue their current franchise business only when they are satisfied with franchisor's fairness, autonomy, formalization and support (SooCheong, 2016).

Thus, a number of studies highlight franchising as one of the popular strategy of business growth and innovations. In respect to United Nation's Sustainable Development Goals, there has been a mention of Franchise business too (Fauziah, 2018). Franchise innovations have been considered as proven sustainable solutions in various parts of the world. It has been considered as one of an effective approach to scaling up the solutions to achieve sustainable development Goals (Ye-Sho Chen, 2020). With respect to Indonesian Franchise Business also, Survivability of the business has been studied considering the relationship between the parties to franchising and the determinants that have been highlighted include, Risk Management, Satisfaction and Trust. As far as, nation's development is concerned, Franchising has been proven to have a positive impact on the Economic, Social, Institutional and Infrastructural development (Cintya, 2021).

Identification of Research Problem

A number of studies have been focusing on the aspect of sustainability, continuity and survival of the franchise business. There is a mention of franchising and its sustainability in regards to country development too. However, all these studies have been done in the foreign countries like Malaysia, Uganda, Indonesia and so on. There is very negligible evidence available, of studies focusing on franchising and its related aspects in context to India. Moreover, there are no recent studies available in the state of Goa that relate to this domain of entrepreneurship except for one thesis submitted in the year 2018. This clearly indicates that for past four years there has been no update as to the contemporary issues highlighting franchise business and its various dimensions specifically considering the sustainable mode of business. All these severities make the present study a pioneer of its kind and signify its need.

Research Questions

Based on a thorough review of literature, following research questions were generated.

What may be the factors that determine franchisee inclination towards the franchise mode of business?

Whether and in what manner these determinants of franchisee inclination towards the franchise mode of business may influence franchisee satisfaction and growth of franchise business?

Is there any relationship among determinants of franchisee inclination towards the franchise mode of business, franchisee satisfaction, growth of franchise business and the decision of franchisee to further continue with Franchising as a mode of business and entrepreneurship?

Based on the above-mentioned research questions, the following objectives of the study are framed.

Objectives of the Study

The main objective of the present research is to evaluate the franchise business as a sustainable model of conducting business. However, following are the specific objectives of the study.

To identify the 'determinants of franchisee inclination towards the franchise mode of business'.

To analyse the influence of 'determinants of franchisee inclination towards the franchise mode of business' on 'franchisee satisfaction' and 'growth of franchise business'.

To examine the relationship among 'determinants of franchisee inclination towards the franchise mode of business', 'franchisee satisfaction', 'growth of franchise business' and 'franchise continuity decision of franchisee'.

Research Methodology

In order to study the above specified objectives, a systematic research methodology has been planned and executed. The present study is based on the primary data as well as secondary information. The conceptual clarity to the study is given based on the information collected from various research studies available in journals and thesis. However, the core content of the study is based on the primary data collected with the help of a structured questionnaire administered among the selected franchisees located in the state of Goa.

The population of franchise business units in Goa being a floating population, all the available franchise units operating in the state have been selected and studied. Thus, a purposive sample of 238 franchise units has been adopted for the study. The sample include franchisee units belonging to various industrial sectors such as food and beverages, automobiles, maintenance and other services, education, hospitality, health care, trading of goods and items.

The period of study has been total two years including the survey period (February, 2021 to March 15, 2023).

The data collected for the purpose of study has been tested for the normality using Shapiro – Wilk Test and the P. Value (0.256) obtained indicated that the sample selected for the study has a data of a normal distribution. Thus, the data analyses have been done using statistical tools such as Exploratory Factor Analysis, Regression Analysis and Mediation Analysis. The data has been also tested for reliability using Cronbach’s Alpha. The obtained value of reliability scale is 0.85 indicating the data is reliable for inference.

Results, Discussion and Implications

The results of data analyses has been presented and discussed elaborative in three separate sections which are aligned objective wise as under.

Section I: Determinants of Franchisee Inclination towards the Franchise Mode of Business

As one of the major objectives of study, the determinants of franchisee inclination towards franchise mode of business has been identified using an exploratory factor analysis. The reliability and validity test has been done on 22 items used in this analysis using the Cronbach’s Alpha and the value of which is obtained as 0.807. This value indicates that the instrument used for data collection is a valid scale and the data is highly reliable for this study.

The KMO test has been carried out during EFA where the value of ‘Kaiser-Meyer-Olkin’ Measure of Sampling Adequacy was found to be 0.741 with a ‘Chi Square’ value of 1687.978 and this has been found significant at 5% level of significance. The results of the EFA are presented in Table No. 1 (in the annexure provided at the end of research paper). With reference to the Table No. 1, it may be noted that, from 22 variables used in the analysis, total four prominent factors have been explored. These factors are the determinants of franchisee inclination towards franchise mode of business. The determinants have been named as Perceived Brand Success, Franchisor Support, Trust in Deal and Franchisor Ethics.

Verimax Rotation that has been used in converging the variables into four determinants, indicates that the first determinant named as ‘**Perceived Brand Success**’ contains seven items which reflect the strength of the franchise brand and the confidence of the franchisee in entering into franchise business with a well tested and promising brand. This determinant elaborates the perception of the franchisee towards the franchise brand indicating it to be a tested one and stronger in nature that enables easy sales. It highlights the franchise brand as an established one and well accepted by the public. The perceived brand success also highlights confidence of the franchisee to enter into the franchise business with a belief that the franchise brand would upgrade the franchisee’s status and promise a good business in the market.

The second determinant of franchisee inclination towards the franchise business has been named as ‘**Franchisor Support**’ and comprises six variables. These variables highlight the business and operational support provided by the franchisor to the franchisee from time to time which might be one of the reasons for the franchisee to perceive lower risk of failure in franchise business. A professional relationship is

shared by the franchisor with the franchisee by way of timely and regularly addressed complaints, adequate training given to the franchisee in conduct of business and maintenance of a positive attitude in the franchisor – franchisee relationship.

The third determinant indicates the '**Trust in Deal**' that the franchisee senses because of the business risk shared by the franchisor, ready supply of material/products, standard and clear manuals of instructions provided, restrictions imposed by franchisor to a tolerable extent and for a betterment of the brand performance and moreover a group of well aware and brand conscious customer base.

The fourth determinant explored by the analyses combines the variables that reveal the '**Franchisors Ethics**' associated with the franchise agreement. As per this determinant, the franchisee's inclination and decision in entering into the franchise business may be explained by the facts that, technical expertise provided by franchisor, clarity of terms and conditions in agreement, clear understanding provided on procedures of business and franchisor's responsibility associated with the product dealt with.

All the determinants obtained through factor analysis have been formed with the variables having Factor Loadings more than 0.50 and are found strong with an Eigen Values above one and a Cumulative Variance of 43.170 as indicated in the Table No. 1.

Section II: Influence of 'Determinants of Franchisee Inclination towards the Franchise Mode of Business' on 'Franchisee Satisfaction' and 'Growth of Franchise Business'

Further, the four determinants of franchisee inclination towards the franchise business have been tested for their influence with the franchisee satisfaction and growth of franchise business by using linear regression analyses. Following two separate hypotheses have been framed and tested for the purpose of it.

H01 : There is no significant influence of ' the determinants of franchisee inclination towards the franchise mode of business' on 'the franchisee satisfaction'.

H02 : There is no significant influence of ' the determinants of franchisee inclination towards the franchise mode of business' on 'the growth of franchise business'.

In order to test the above two hypothesis, linear regression analysis has been carried out and the results are separately shown in Table No. 2 and 3 respectively in the annexure at the end of the present research paper.

As per the results of regression analysis shown in Table No. 2, it may be observed that the dependent variable considered for the analysis is Franchisee Satisfaction and the four determinants of franchisee inclination towards the franchise mode of business have been considered as the independent variables. The test of hypothesis numbered H01 indicated that, all the four determinants of franchisee inclination towards the franchise mode of business have a significant influence on Franchisee Satisfaction with franchise business. Trust in the deal of franchise business is the highly influencing factor followed by the Perceived Brand Success in explaining the franchisee satisfaction towards the franchise business. Further, the Franchisor's Ethics and Franchisor's Support also influence significantly the satisfaction of the franchisee with the franchise business. All the determinants of franchisee inclination towards the franchise mode of business are found to be having a positive and direct relationship with the franchisee satisfaction. This implies, if the level of perceived brand success, franchisor support, trust in deal and the franchisor ethics is increased, there will be a corresponding rise in the level of franchisee satisfaction with

the franchise business. Table No. 2 indicates that the model is found to be significant at 1% level of significance with the R Square of 0.364 and the F test value as 9.317 thus, making it reject the null hypothesis **HO₁** and get along with the fact that "There is a significant influence of 'the determinants of franchisee inclination towards the franchise mode of business' on 'the franchisee satisfaction' with the franchise business".

Presenting the output of the regression analysis testing **HO₁** in the form of regression equation would be as follows:

$$Y = \alpha + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4.$$

Franchisee Satisfaction towards the Franchise Business = 2.132 + 0.170 (Perceived Brand Success) + 0.120 (Franchisor Support) + 0.184 (Trust in Deal) + 0.139 (Franchisors Ethics).

On the other hand, another null hypothesis that is numbered as **HO₂** studies the influence of 'the determinants of franchisee inclination towards the franchise mode of business' on 'the growth of franchise business'. The said hypothesis has been tested using linear regression analysis and the result of the same has been presented in Table No. 3 in the annexure at the end of the present study.

As per the results of regression analysis shown in Table No. 3, it may be observed that the dependent variable named growth of the franchise business has been tested for it being influenced by four determinants of franchisee inclination towards the franchise mode of business considering the same as the independent variables. The test results of hypothesis numbered **HO₂** indicated that, all the four determinants of franchisee inclination towards the franchise mode of business have a significant influence on growth of franchise business.

With reference to Table No. 3, Presenting the output of the regression analysis testing **HO₂**, in the form of regression equation would be as follows:

$$Y = \alpha + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4.$$

Growth of Franchise Business = 1.106 + 0.286 (Perceived Brand Success) + 0.461 (Franchisor Support) + 0.178 (Trust in Deal) + 0.135 (Franchisors Ethics).

The above model equation shows that all the determinants of franchisee inclination towards the franchise mode of business are found to be having a positive and direct relationship with the Growth of Franchise Business. This implies, if the level of perceived brand success, franchisor support, trust in deal and the franchisor ethics is increased, there will be a corresponding rise in the level of Growth of Franchise Business. Table No. 3 indicates that the model is found to be significant at 1% level of significance with the R Square of 0.242 and the F test value as 15.151, thus, making it reject the null hypothesis **HO₂** and accepting the fact that "There is a significant influence of the determinants of franchisee inclination towards the franchise mode of business on Growth of Franchise Business".

As per the model tested by **HO₂** further it may be observed that, Franchisor Support to franchisee is the highly influencing factor followed by the Perceived Brand Success on the Growth of Franchise Business. Further, the Franchisor's Ethics and Trust in Deal also influence significantly the Growth of Franchise Business.

Section III: Relationship Among 'Determinants of Franchisee Inclination towards the Franchise Mode of Business', 'Franchisee Satisfaction', 'Growth Of Franchise Business' and 'Franchise Continuity Decision of Franchisee'

One of the objectives of the present study is to examine the Relationship among 'Determinants of Franchisee Inclination towards the Franchise Mode of Business', 'Franchisee Satisfaction', 'Growth of Franchise Business' and 'Franchise Continuity Decision of Franchisee'. In the present study, Determinants of Franchisee Inclination towards the Franchise Mode of Business have been explored using the factor analyses. 'Franchisee Satisfaction', 'Growth of Franchise Business' and 'Franchise Continuity Decision of Franchisee' are individual constructs that are built up with transformation technique with the help of variables derived based on the available literature as shown in the Table No. 8 , 9 and 10 respectively in annexure.

An analysis has been done to test the Relationship among 'Determinants of Franchisee Inclination towards the Franchise Mode of Business', 'Franchisee Satisfaction', 'Growth of Franchise Business' and 'Franchise Continuity Decision of Franchisee' using mediation analysis as per Barron and Kenny Approach.

In the present study, the mediation analysis has been done considering a test model as shown in Figure No.1 in the annexure. As per the model the first requirement of mediation test according to Barron and Kenny is independent variables that is, the four Determinants of Franchisee Inclination towards the Franchise Mode of Business should be significantly related to Franchise Continuity Decision of Franchisee. This path H03 has been tested by using regression analyses as shown in Table No. 4 in the annexure. The result of the H03 shows that the null hypothesis can be rejected there by accepting the fact that there is a significant relationship between 'Determinants of Franchisee Inclination towards the Franchise Mode of Business' and 'Franchise Continuity Decision of Franchisee'. All the four determinant of franchisee inclination towards franchise business show a positive relationship with the franchise continuity decision of the franchisee.

The second requirement of the model i.e. relationship between 'Determinants of Franchisee Inclination towards the Franchise Mode of Business' and the 'Franchisee Satisfaction' has been already visible through Section I of this study as the test results of H01 in Table No. 2 in the annexure. Also the relationship between 'Determinants of Franchisee Inclination towards the Franchise Mode of Business' and the 'Growth of Franchise Business' has been tested and the result of H02 are available in Table No. 3 in the annexure. Based on the results of these two tests it is clear that the initial path of the model has been fulfilled.

At the next level, the relationship of 'Franchisee Satisfaction' and the 'Growth of Franchise Business' with 'Franchise Continuity Decision of Franchisee' has been tested using the regression analysis framing the hypothesis H04. The result of the same along with the framed hypothesis is shown in Table No. 5 in the annexure. As per the Table No. 5 it may be understood that both the proposed mediating variables namely Franchisee Satisfaction and the Growth of Franchise Business show a significant and positive relationship with the final dependent variable that is Franchise Continuity Decision of Franchisee, thus, enabling the mediation model to be tested.

The test result of hypothesis numbered H05 has been shown in Table No. 6 in the annexure along with the framing of hypothesis. As per the test results it is observed that the two variables namely 'Franchisee Satisfaction' and the 'Growth of Franchise Business' show a significant value indicating that, as proposed, they do play a mediating role between the Determinants of Franchisee Inclination towards the Franchise

Mode of Business and the Franchise Continuity Decision of Franchisee. It is clearly visible in Table No. 6 that the earlier existing significant relationship of Determinants of Franchisee Inclination towards the Franchise Mode of Business has been altered when the two proposed mediators have been introduced in the analysis.

Table No. 7 has been specially presented to show the Comparative reflection of relationship between 'Determinants of Franchisee Inclination towards the Franchise Mode of Business' and 'Franchise Continuity Decision of Franchisee' prior and after introduction of mediators namely franchisee satisfaction and growth of the franchise business. According to this table it may be observed that prior to introducing the mediating variables all the four Determinants of Franchisee Inclination towards the Franchise Mode of Business had a significant relationship with the Franchise Continuity Decision of Franchisee. However, after the introduction of the two mediating variables namely, 'Franchisee Satisfaction' and the 'Growth of Franchise Business', the earlier existing significant relationship of the four determinants gets altered and they turn insignificant towards the Franchise Continuity Decision of Franchisee. The effect is also been observed from the R Square value which shows a higher R Square value prior to introducing the mediators and lowers or reduced value after the introduction of the two mediators. Thus, it may be implied that the Determinants of Franchisee Inclination towards the Franchise Mode of Business cease to have a significant relationship with the Franchise Continuity Decision of Franchisee after the introduction of the two mediating variables namely, 'Franchisee Satisfaction' and the 'Growth of Franchise Business' which indicates that 'Franchisee Satisfaction' and the 'Growth of Franchise Business' overpowers the franchisees perception with regards to brand success, franchisor support, trust in deal and the franchisor ethics once the franchisees attain a particular level of contentment which they call it as their satisfaction and the situation where the franchisee also realize that they have achieved a level of growth in the franchise business that they carry on.

Conclusions

Franchising could be definitely treated as one of the most sustainable mode of conducting business. The sustainability of franchise business which is studied from the point view of the franchisee and his decision to continue the franchise business tends to get influenced by a number of factors. The tested factors that influence the sustainability in terms of continuity of franchise business include Perceived Brand Success, Franchisor Support, Trust in Franchise Deal and the Franchisor Ethics which all in turn raise the franchisee satisfaction and growth of franchise business. However, franchisee satisfaction and growth of franchise business at times play a mediating role between all the determinants and the franchisee decision on continuing with the franchise business and overpower their effects.

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Table No. 1

Annexure : Tables and Figures – Sequence Wise

Determinants of Franchisee Inclination towards the Franchise Mode of Business

Derived Determinants of Franchisee Inclination towards the Franchise Mode of Business	Derived Factors loadings			
	Perceived Brand Success	Franchisor Support	Trust in Deal	Franchisor Ethics
Franchise brand is a tested one and is stronger	.739			
Franchise brand enables easy sales	.693			
Franchise brand is an established one	.634			
Franchise brand is well accepted by the public	.623			
High confidence to enter into business	.592			
Status upgrades with franchise brand	.556			
Known brand is more promising in market	.530			
Time to time backing given by franchisor		.734		
Less Fear of failure		.640		
Professional relationship with franchisor		.598		
Complaints addressed by franchisors		.598		
Adequate Training provided by franchisor		.538		
Cooperative and positive Attitude of franchisor		.528		
Risk shared by the franchisor			.726	
Ready supply of material/products			.661	
Standard and Clear manuals of instructions			.578	
Tolerable restrictions imposed by franchisor			.519	
Aware and Brand conscious customers			.518	
Technical expertise provided by franchisor				.782

Clarity of terms of agreement				.676
Clear understanding provided on procedures				.624
Responsibility associated with product				.507
Eigen Value	3.538	3.509	2.814	2.226
Total Variance	12.636	12.532	10.052	7.949
Cumulative Variance	12.636	25.169	35.220	43.170
Cronbach's Alpha (Construct Validity)	0.764	0.845	0.785	0.753

Source: Computed from primary data

Table No. 2

Influence of 'Determinants of Franchisee Inclination Towards The Franchise Mode of Business' on 'Franchisee Satisfaction'

H₀₁ : There is no significant influence of the 'Determinants of Franchisee Inclination Towards the Franchise Mode of Business' on the 'Franchisee Satisfaction'.			
Dependent Variable : Franchisee Satisfaction			
R Square = 0.364 F = 9.317 Sig = 0.000			
Independent Variables	Beta Values	T Values	Sig.
Perceived Brand Success	.170	2.431	.016
Franchisor Support	.120	1.630	.005
Trust in Deal	.184	2.716	.003
Franchisors Ethics	.139	1.982	.049

Source : Computed from primary data

Table No. 3

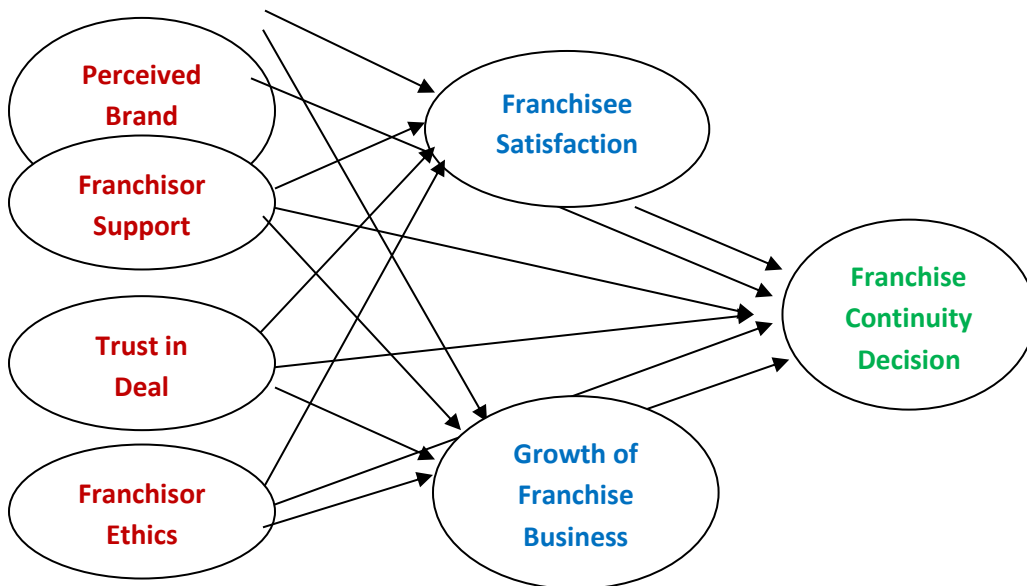
Influence of ‘Determinants of Franchisee Inclination Towards the Franchise Mode of Business’ on ‘The Growth of Franchise Business’.

<p>H0₂ : There is no significant influence of the ‘Determinants of Franchisee Inclination Towards the Franchise Mode of Business’ on the ‘Growth Of Franchise Business’.</p> <p>Dependent Variable : Growth of Franchise Business</p> <p>R Square = 0.242 F= 15.151 Sig = 0.000</p>			
Independent Variables	Beta Values	T Values	Sig.
Perceived Brand Success	.286	4.497	.000
Franchisor Support	.461	6.265	.000
Trust in Deal	.178	2.412	.017
Franchisors Ethics	.135	2.109	.036

Source : Computed from primary data

Figure No. 1

Relationship Among ‘Determinants of Franchisee Inclination towards the Franchise Mode of Business’, ‘Franchisee Satisfaction’, ‘Growth of Franchise Business’ and ‘Franchise Continuity Decision of Franchisee’ (Proposed Model for testing)



Source: Designed by Researcher for Testing

Table No. 4

Relationship between 'Determinants of Franchisee Inclination towards the Franchise Mode of Business' and 'Franchise Continuity Decision of Franchisee'

H0 ₃ : There is no significant relationship between 'Determinants of Franchisee Inclination towards the Franchise Mode of Business' and 'Franchise Continuity Decision of Franchisee'			
Dependent Variable : Franchise Continuity Decision of Franchisee			
R Square = 0.303 F = 20.656 Sig = 0.000			
Independent Variables	Beta Values	T Values	Sig.
Perceived Brand Success	.433	6.788	.000
Franchisor Support	.145	2.157	.032
Trust in Deal	.108	2.112	.011
Franchisors Ethics	.162	2.524	.012

Source : Computed from primary data

Table No. 5

Relationship of 'Franchisee Satisfaction' and the 'Growth of Franchise Business' with 'Franchise Continuity Decision of Franchisee'

H0 ₄ : There is no significant relationship of 'Franchisee Satisfaction' and the 'Growth of Franchise Business' with 'Franchise Continuity Decision of Franchisee'			
Dependent Variable : Franchise Continuity Decision of Franchisee			
R Square = 0.145 F = 16.309 Sig = 0.000			
Independent Variables	Beta Values	T Values	Sig.
Franchisee satisfaction	.293	4.194	.000
Growth of Franchise Business	.171	2.450	.015

Source : Computed from primary data

Table No. 6

Mediating effect of 'Franchisee Satisfaction' and the 'Growth of Franchise Business' between 'Determinants of Franchisee Inclination towards the Franchise Mode of Business' and 'Franchise Continuity Decision of Franchisee'.

H0 ₅ : 'Franchisee Satisfaction' and the 'Growth of Franchise Business' plays a mediating role between 'Determinants of Franchisee Inclination towards the Franchise Mode of Business' and 'Franchise Continuity Decision of Franchisee'			
Dependent Variable : Franchise Continuity Decision of Franchisee			
R Square = 0.206 F=9.810 Sig = 0.000			
Independent Variables	Beta Values	T Values	Sig.
Perceived Brand Success	.086	1.116	.266
Franchisor Support	.193	2.831	.065
Trust in Deal	.132	1.672	.139
Franchisors Ethics	.102	1.462	.145
Franchisee satisfaction	.293	4.194	.000
Growth of Franchise Business	.171	2.450	.015

Source: Computed from primary data

Table No. 7

Comparative reflection of relationship between 'Determinants of Franchisee Inclination towards the Franchise Mode of Business' and 'Franchise Continuity Decision of Franchisee' prior and after introduction of mediators.

Dependent Variable : Franchise Continuity Decision of Franchisee						
Without mediator : R Square = 0.303 F = 20.656 Sig = 0.000						
With mediator : R Square=0.201 F=11.921 Sig=.000						
Independent Variables	Beta Values		T Values		Sig.	
	Without Mediator	With Mediator	Without Mediator	With Mediator	Without Mediator	With Mediator
Perceived Brand Success	.433	.086	6.788	1.116	.000	.266
Franchisor Support	.145	.193	2.157	2.831	.032	.065
Trust in Deal	.108	.132	2.112	1.672	.011	.139
Franchisors Ethics	.162	.102	2.524	1.462	.012	.145
Franchisee satisfaction	-----	.293	-----	4.194	-----	.000
Growth of Franchise Business	-----	.171	-----	2.450	-----	.015

Source: Computed from primary data

Table No. 8
Measures of Franchisee Satisfaction

Measures of Franchisee Satisfaction	Sources
Fulfillment of expectations with the type of relationship shared with the franchisor	Hoon – Ku – Sul (2006)
Appreciation of franchisee's efforts by the franchisor	Pai , 2018
Fair renewal terms	Hussain, (2011)
Participation in decision making with the franchisor	Jose, (2009)
Overall contentment with the project	Pai , 2018

Source: Literature on Franchising

Table No. 9
Measures of Growth of Franchise Business

Measures of Growth of Franchise Business	Sources
Increase of business transactions	Donald , (2006)
Increase in the sales volume	Akman, (2012)
Increase in the volume of profit	Edoho, (2013)
Increase in investment in fixed assets for the business	Azevedo, (2003)
Increase in the level of savings	Gale , (1994)
Increase in the investment for personal life	Pai , 2018
Increase in amount of tax paid	Pai , 2018

Source: Literature on Franchising

Table No. 10
Measures of Franchise Continuity Decision of Franchisee

Measures of Franchise Continuity Decision of Franchisee	Sources
Sustainability of business in franchise contract	Keup, (2004)
Renewal of franchise contract	Kindleberger, (1965)
Acquire more franchise units of same brand	Olabanji , (2014)
Acquire more franchise units of other brand	Lavonen, (2010)

Source: Literature on Franchising