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## Opportunities, Challenges, and Strategies in Adopting the Franchising Business Model

A Literature Review

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### Abstract

Despite research on the franchising business model has been growing, a comprehensive examination of its opportunities, challenges, and strategies remains insufficient. This study aims to bridge this gap in the existing literature by offering an in-depth analysis of these aspects within a unified dimension. This study employed a literature review method, integrated inclusion criteria, and used document analysis as its research approach. The study analyzed various documents, mainly scholarly works published between 2015 and 2025. By drawing on secondary data, this review demonstrates that franchising offers numerous opportunities for franchisees, such as existing brand awareness and recognition, support from the franchisor, and product or service innovations. However, it also highlights notable challenges, including legal, economic, and cross-cultural barriers, which can hinder the long-term success of franchising operations. Furthermore, this article emphasizes effective strategies used across different enterprises and sectors, such as franchisee characteristics, strategic management, marketing strategies, ethical standards, and technology adoption, all of which help maintain branding, growth, and resilience in a complex and competitive environment. Overall, this review suggests directions for future research to investigate franchise businesses across various industries and settings rigorously.

**Keywords:** Business Model; Franchising Business Model; Challenges; Opportunities; Strategies

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## Introduction

Starting a business appears common in human perception, but it often differs from what people perceive; running a business involves both mental and physical challenges [20]. Business owners need to understand comprehensively diverse business aspects, including relevant issues, obstacles, and strategies to address challenges and support operations, and define the specific business model in the right direction [20]. In addition, as noted by [49], business model selection is the backbone of enterprise operations, enabling the effective, strategic, and wise selection of businesses to achieve business success, foster business harmony, competitiveness, strategy, innovation, and digital transformation maturity. It plays a significant role in supporting business owners in initiating innovative business patterns, creating value distribution for customers, and ensuring the operational outcomes of products and services [55].

In addition, this model not only strengthens business operations and characteristics but also fosters valuable customer relationships by providing the required products and services, designing value distribution, and building customer satisfaction through the efforts of useful enterprises [55]. Similarly, a business model serves as an innovative framework to design the appropriate roadmap and strategy for enterprises to create and deliver unique value to customers [57]. It aligns with businesses' objectives and goals, including efficient expenses, incomes, and profitability [57]. For instance, several studies have indicated that applying a sensible selection of business models supports businesses in enhancing their performance and gaining competitive advantages [42,40,54]. An exploration by [42], which investigated the business model of Maruti Udyog Limited, implemented by three companies in India, highlighted that effective business model practices can help the company improve its business capabilities, create a value proposition, maintain the firm's costs, and provide a prestigious customer experience.

Additionally, another study [40] examined eight construction companies in Finland, showing that business models positively relate to project selection in the construction industry. This finding suggests that each implementation of a business model can enable effective performance, aiding in the analysis and selection of projects across construction markets and improving connected project procedures [40]. An investigation, conducted with 231 distinguished companies and across sectors in Slovakia, highlighted that the business model plays an essential role in correlating business strategy, assisting the firms to choose the appropriate strategic implementation, gain a competitive strategy, and enhance the operational performance of the overall enterprises [54]. Although prior research has examined business models across different contexts and sectors, these studies have focused primarily on benefits and addressed within a limited scope of the business model.

There is still a lack of a rigorous analysis of the franchising business model that includes opportunities, challenges, and strategies together. This significant gap in the current literature calls for an in-depth examination. Consequently, this study aims to bridge that gap by rigorously analyzing the opportunities, challenges, and strategies of the franchising business model as a unified concept. Furthermore, this study employs diverse existing studies to support this thorough examination. This study is categorized as follows: first, it illustrates methodology, concept of franchise business, presents critical operational aspects of franchise business, and then presents the opportunities, challenges, and strategies for the franchise business model. This study concludes with suggestions for future research on the franchise business model, highlighting critical aspects that warrant further study across industries and sectors.

## Methods

This study adopted a literature review and document analysis as its research design. According to [39], a literature review is recognized as a scientific method for conducting an in-depth analysis of relevant scholarly documents within a specific topic through the identification, examination, synthesis, and interpretation of obtainable academic works, incorporating all significant and diverse concepts, and integrating each finding into a unified framework. It provides a crucial

linkage among diverse studies and a well-designed procedure across a wide range of theoretical concepts [49]. Moreover, as defined by [44], document analysis involved a precise structure to identify, select, examine, and design the extant literature to holistic insights regarding their themes and objectives, followed by the iterative development of a novel framework and relevant literature.

Therefore, a literature review and document analysis methods are utilized to sufficiently investigate and analyze the existing scholarly documents on the critical opportunities, challenges, and strategies of the franchising business model. This study intends to seek, analyze, and draw a conclusion among different academic, reliable, and relevant articles on the content being explored. Three academic database sources are adopted in this study, interpreting and highlighting the papers into comprehensive and meaningful ones, such as Google Scholar, Elsevier, and ResearchGate. Guided by the defined research problem, three primary research questions are designed to guide the search techniques and ensure that selected data are both relevant and reliable. Thus, the outcomes of the present paper are acquired from prior examination to answer the research questions. The following research questions are outlined for the review below:

- What are the key operational dimensions of the franchising business model?
- What opportunities and challenges are interrelated in adopting a franchising business model?
- What strategies can enable the effectiveness and sustainability of franchising business performance?

Furthermore, the inclusion criteria are also integrated into this study. This integration aims to ensure the relevance, uniformity, and quality of academic document synthesis, while also maintaining a well-defined process design and upholding academic integrity in presenting findings across diverse sources. The following inclusion criteria are outlined for this study:

- Scholarly articles (academic journals, conference proceedings, institutional publications)
- Emphasize the franchise business, business strategies, innovation, and entrepreneurship
- Published in English
- Published between 2015 and 2025
- Sources in Google Scholar, Elsevier, and ResearchGate

Following these guided criteria, the total number of articles used for analysis was 68. Of these, 66 articles were included in this review, while two articles represented the methodology. The selected articles focused on business settings, including business models or entrepreneurship, strategies, and innovation, and were published in English to ensure quality and consistency in knowledge dissemination. To reach this stage, fundamental search terms such as "Business model," "Franchising Business," "Opportunities," "Challenges," "Strategies," and "2015-2025" were integrated. The three substantial academic sources for this study included Google Scholar, Elsevier, and ResearchGate. Ultimately, future research should explore these areas more thoroughly beyond these limitations.

## Results

The findings of the review are characterized into four main areas: core concept and franchise business dimensions, opportunities, challenges, and strategies in adopting the franchising business model. The subsequent section describes a detailed discussion of each category.

### Core concept and franchise business dimensions

In today's global marketplace, franchising is considered a business model in which the franchisor and franchisee enter into an agreement that grants intellectual property rights and the authority to operate a business under a well-known brand [9]. It is commonly classified into two pivotal characteristics, involving product or trade name, and business format franchising [68]. Product/trade name franchising presents a traditional business model, offering franchisees the ability to fully operate franchisors' items without interference with business performance, making it a cost-effective delivery platform [27].

Whereas, business format franchising involves a franchisor granting a franchisee the authority to operate various components of an integrated enterprise, such as in the fast-food industry, hotels, retail stores, and other business sectors [12]. Franchising emerged worldwide in the 1990s due to "push factors" (domestic market saturation and high competition) and "pull factors" (opportunities to expand into foreign markets, prompted by demand and the opening of international markets, especially in developing countries) [9, p. 43]. As a strategic approach, franchising is a potential strategy to present and operate a business globally, and it has a huge influence on local economies [13].

Thus, it plays a crucial role in enhancing business expansion, opportunities, and branding in competitive markets, thereby maintaining revenues, boosting profitability, and empowering business positioning [13]. Many enterprises employ franchising as a strategic business tool for development and growth, thereby enhancing their own business identity and market position [13]. An investigation by [10] analyzed the 100 Global Franchisees Report 2016 and the annual reports of these enterprises, highlighting how diverse global fast-food industries integrate franchising as an effective strategic operation across different countries around the world, which aims to enhance fast food chains, business internationalization, enterprise expansion, and improve business growth and revenues. Table 1 presents relevant information about the global fast-food companies that implemented a franchising strategy in the fast-food sector [10].

**Table 1: The Fast-Food Companies' Franchises**

No.	Company	Employees (2015)	Sales Volume (Billion USD, 2015)	Countries Operated	Franchise Units
1	McDonald's	420,000	25.413	119	36,525
2	KFC	455,000	23.33	125	19,955
3	Burger King	340,000	4.158	100	15,738
4	Subway	492,000	19.2	112	44,810
5	Pizza Hut	300,000	3.01	90	16,125
6	Domino's Pizza	145,000	2.2	60	12,100
7	Taco Bell	175,000	1.988	17	6,321
8	Wendy's	47,200	1.8703	30	6,515
9	Dairy Queen	68,936	2.024	27	6,670
10	Papa John's	20,700	1.439	37	4,895
11	Hardee's	21,200	1.288	10	2,145
12	Wingstop	8,838	0.0201	6	950
13	Little Caesar's	78,250	3.4	20	4,100
14	Popeyes Louisiana Kitchen	2,130	0.206	30	2,600
15	Marco's Pizza	20,000	0.337	4	780
16	Johnny Rockets	7,500	0.0478	26	360

Source: [10]

Another market sector, this franchising model is integrated and implemented into the soft drink industry, well-known Coca-Cola [31]. Franchising served as a key business operation in the late 19th and early 20th centuries, attracting across various industries, including soft drinks with Coca-Cola. By the end of the 20th century, it had become an essential business model that helped existing firms to enrich and assisted new entrepreneurs to start ventures more easily [15]. For instance, the Coca-Cola franchise business launched one of its franchises called the Mature Bottling Company (MBC) in Zimbabwe, including five different brands, such as Coca-Cola, Fanta, Pine nut, Sparletta, and Sprite, which come in 300 milliliters and 1-liter bottles [31]. An investigation by [31] demonstrated that Co-co Cola remains two more key franchising besides Mature Bottling Company, which are Delta Beverages (Delta) Private Limited and Schweppes Zimbabwe.

Additionally, the Mature Bottling Company dominates the Manicaland province through its supply of five distinguished beverages, while Delta operates in the other nine provinces, with Schweppes directly distributing non-carbonated drinks that it delivers throughout the Zimbabwean market

[31]. Another sector, franchising, is not only integrated into the commercial franchise model but also used in higher education programs, especially in graduate programs [22]. For instance, a study by [22] investigated five MBA franchised programs from Western institutions strategically located in the Northern Emirates of the United Arab Emirates (UAE) [22]. The findings emphasize that franchising is a fundamental model for supporting and developing higher education programs, offering valuable benefits to both students and providers [22]. Table 2 presents five MBA franchised programs directly.

**Table 2. List of sample organizations**

Franchisee	Franchised Programs
Franchisee A	MBA Australian private for-profit business school MBA Swiss private for-profit business school
Franchisee B	MBA British new university <sup>a</sup> (A1) MBA Cypriot private for-profit business school MBA Indian private university
Franchisee C	MBA American private Catholic university MBA British new university <sup>a</sup> (A2)
Franchisee D	MBA British new university <sup>a</sup> (B) MBA British (Welsh) new university <sup>a</sup> (C) MBA British (Welsh) new university <sup>a</sup> (D) MBA Italian private open university
Franchisee E	MBA British new university <sup>a</sup> (E)

Source: [22]

These benefits include supporting local students' access to better ways to earn an international degree, especially for those who cannot afford overseas programs; enhancing local branding to strengthen legitimacy in the domestic market by adopting the reputation of foreign programs; and enabling students to obtain international standard, recognized degrees at affordable costs and flexible learning [22]. In addition, franchising is used as an effective marketing strategy, enhancing business operations, branding across diverse local and global markets, and the coffee retail sector, exemplified by the Starbucks company [45].

For instance, an investigation by [28] examined the global branding of the Starbucks franchise business model data from 1995 to 2021, operated in the US and other countries, and adopted as a chain business model to enlarge enterprise brands. The finding showed that franchising plays a key role in empowering businesses, including expanding strategically across various regions and decreasing overall operational and financial costs [28]. In conclusion, franchising is a potential tool to support business distribution globally, completing market growth, overcoming cross-cultural and geographic obstacles, promoting brand identity, achieving businesses' goals, and increasing brand awareness and recognition [1].

### Opportunities in adopting the franchising business model

This review aims to present the relevant existing literature on opportunities related to franchising business model practices across various implementation contexts. These opportunities involve existing brand awareness and recognition, franchisors' support, and product and service innovation, which are carefully structured and discussed below.

### Existing brand awareness and recognition

In the competitive market, many enterprises integrate the franchising business model as a strategic tool to deliver services and products, expand their brand entity, and promote brand awareness across diverse settings [63]. It is an effective strategy not only for expanding brand identity and strengthening the franchisor-franchisee relationship but also for enhancing business growth and recognition [64]. Furthermore, according to [46], many franchisees literally accept that the franchising business model provides an effective platform for business practices and aligns with franchisees' satisfactory benefits through brand recognition in consumer experiences

and market positioning. As noted by [62], strong brand recognition is one of the significant factors, including a support network and flexibility to market trends, to enable franchisees to accomplish business success and effective brand positioning.

Therefore, franchisees can gain more benefits through brand recognition, involving brand assets, and capabilities to design their product to meet regionally based customer needs and wants [62]. For instance, an investigation by [4] was conducted on three well-established franchise groups across North America, Europe, and Asia, focusing on the car service business, known as Midas and Jiffy Lube. The finding illustrates that brand recognition serves as a pivotal element to enable positive franchise business outcomes, and its potential can be cooperated with local marketing strategies, precisely improve consumer awareness and trustworthiness, leading to customer satisfaction, enhancing financial growth, attracting more new customers, and maintaining standardized service expectations [4].

### **Franchisor's support**

According to [32], the franchising business model is an effective platform for building strong connections and partnerships between the franchisor and franchisee through the franchisor's support, offerings, and promotion of assistance to franchisees. These supports include training, prospection, and installation, and operational and financial advice [32]. Firstly, training support plays an important role in strengthening and enhancing franchisees' knowledge, creating perceived brand value, and emerging brand community perception [17], and minimizing the risky perception of franchisees in independent operation [36].

Secondly, inspection and installation, recognized as the essential stage to begin the primary operations and performances of the franchisees' outlets, involves facilitating new equipment, informational materials, and technical coaching teamwork [33]. Finally, a franchisor also offers franchisee aids through operational and financial assistance in enriching both parties in cooperative relations and promoting the franchisor's brand value [17]. Operational supports provide franchise chains, operational and structural procedures, and technical routines for franchises to operate [11]. Whereas financial assistance, precisely demonstrated by the franchisor, includes payment procedures and budget advice and support, which can help to mitigate the risk of business crises and failures [3].

For instance, a study investigated across the various franchising service sectors, involving microfinance and laundry franchising enterprises in Malaysia [3]. The findings illustrate that supporting franchisees serves as an effective mechanism to build sustainable and survival branding in the obstacle moments and ties a good franchisor-franchisee relationship through franchisors' help, such as promoting a decision-making synergy, engaging the strategic and beneficial communication, facilitating strategic plan execution, offering comprehensive financial terms and costings discussions, and initiating overall brand marketing strategy [3].

### **Product and service innovation**

There are various patterns of innovation within the franchising business model, including product innovation, process innovation, marketing innovation, and market innovation, which fall under the relevant classification of products and service innovation [30]. Most enterprises focus heavily on the high value of branding through market initiatives and efforts to improve new products and services [3]. Moreover, product innovation is crucial in enhancing product appearance, attributes, appeal, and overall product quality [3]. This product quality helps the enterprises to shape the positive perceptions of customers and boost long-term relationships and brand recognition [52].

It plays a crucial role in enhancing branding value, specifically in business brands where consumers have experienced the fundamental branding connectivity and awareness [52]. Whereas service innovation relates to the unseen operations of delivering insightful fulfillment and value to clients and improving their experience [3]. It is an indispensable tool to strengthen consumer retention and brand positioning [16,29] and sustainable innovation in business distribution to attract emerging market differentiation [59,16].

For instance, a study by [3], conducted in franchising enterprises across various industries in Malaysia, showed that franchising has become a driver of product and service innovation, enhancing both customer value and functionality. These improvements are supported by the franchisor through modern equipment, technological systems, customizable marketing strategies, additional training and skills, and well-maintained store situations, enabling franchisees to compete sustainably and adapt to market trends [3]. Table 3 presents a summary of all the opportunities in adopting the franchising business model across various industries.

**Table 3: Opportunities in adopting the franchising business model**

Opportunities	Franchising Business Industries	Sources
Existing brand awareness and recognition	Car service business in North America, Europe, and Asia (customer awareness & customer trustworthiness)	[4]
Franchisor's support	Microfinance and laundry business in Malaysia (customer value & innovative functionality)	[3]
Product and service innovation	Microfinance and laundry business in Malaysia (effective mechanism & franchisor-franchisee relationship)	[3]

### **Challenges in adopting the franchising business model**

Despite several opportunities, numerous noticeable challenges remain in adopting a franchising business model. These include economic, legal, and cross-cultural challenges, which are highlighted below.

#### **Economic challenges**

According to [47], the economic factor is recognized as a major challenge among other constraints. It is the most significant obstacle for franchising brands in the host country [47]. These economic restrictions are closely linked to economic instability, including a lack of stable currency, low employment rates, debt defaults, and strikes, which can significantly impact the entire nation, particularly franchise businesses [7]. Evidence by [5] revealed that Nigeria experienced a high inflation rate in 2022, which had a significant impact on product prices and reduced consumer purchasing power. Furthermore, this negative situation also decreased the currency value in the market, affecting the franchise's business with higher expenses for raw materials in foreign currencies and leading to a downturn in earnings during this economic recession [5].

Another study by [60] examines the franchising business landscape across various industries, including soft drinks, transportation, telecommunications, education, healthcare, supermarkets, and fast food, in Ghana. Studies employ a qualitative documentary analysis method to synthesize and interpret official documents, helping to understand the external factors and influencing franchise business practices in the country [60]. The results show that the economic factor significantly influences franchise businesses in Ghana, including issues such as a lack of infrastructure, trade barriers, limited traffic currencies, rationing of quantities, inflation, exchange rate fluctuations, higher lending rates, and tax policies [60].

#### **Legal challenges**

The Frenching business model highlights the core relationship between enterprises and nations as either franchisors or franchisees and stresses the importance of implementing proper regulation tailored to each region [37]. Legal and other unfamiliar regulations in franchisees' territory, involving unstable regulation changes, public sector engagements, and vague rules or policies, might impact franchising business operations and the whole procedures of the supply chains [7]. For example, an investigation by [23] was carried out across four different franchise brand industries in Ghana, including home electronics and appliance distributors, an automobile company, the food industry, and the printing supplies and services sectors.

The finding shows that legal constraints are identified as the main challenge faced by franchisees' business operations in Ghana, including the payment of import taxes, value-added tax, and local

taxes and fees, leading franchisors to consider these as significant for franchising brands [23]. Another study by [47] was conducted in the fast-food sector within Harare City Municipality, Zimbabwe, involving in-depth interviews with ten franchise business owners. The results reveal that most franchisees are confronted with legal factors in operating the franchising brand, such as difficulties in accessing operating licenses from municipal authorities, delays in license issuance, and paying higher charges to acquire legal authorities for running franchised products or services [47].

### **Cross-cultural challenges**

Cross-cultural environments are recognized as notable external barriers, including language, norms, values, and purchasers' attitudes, that challenge business success in segmented markets and also impact overall business operations [41]. Several studies demonstrate that cross-cultural environments pose significant challenges for international brand operations [2, 41]. Furthermore, understanding cultural differences and making appropriate adaptations requires a deep comprehension of cultural aspects to successfully build a brand and expand a franchise into new markets [2, 41].

Cross-cultural comprehension is a crucial aspect that involves openness and flexibility to new cultures, providing accurate products and services to match target audiences' expectations, and enabling franchise business expansion and emergence in new market environments [41]. While sufficient adaptation is another notable barrier for franchise brands, it is a crucial element to offer products and services closely aligned and to enhance the effectiveness of brand support for the targeted market [41]. For instance, according to [2], a study was conducted on three educational franchise businesses in Malaysia, operating across continents including Asia, North America, and Oceania.

The findings highlight that all three franchisee businesses strongly agree that cross-cultural environments pose significant challenges for franchise operations [2]. These challenges relate to the expenses of the company's resources required to research, observe, and adapt to key cultural dimensions—such as business culture, customer culture, and market practices—because understanding the cross-cultural environment is essential for business survival, delivering expected products and services, and creating value that meets the country's requirements [2]. Table 4 illustrates a brief description of all the challenges in adopting the franchising business model across various industries.

**Table 4: Challenges in adopting the franchising business model**

Challenges	Franchising Business Industries	Sources
Economic challenges	Soft Drinks, Transportation, Telecommunications, Education, Healthcare, Supermarkets, and Fast-food in Ghana (poor infrastructure, trade barriers, inflation, unstable exchange rate, limited traffic currencies, and tax policies)	[60]
Legal challenges	Fast-food sector within Harare City Municipality in Zimbabwe (operational license challenges, license postpones, and increased regulatory costs)	[47]
Cross-cultural challenges	Three educational franchise businesses in Malaysia (business culture, customer culture, and market practice challenges)	[2]

### **Strategies for adopting the franchising business model**

This study also reveals the relevant strategies implemented by various franchise industries to promote the adoption of franchising business practices in a competitive market. These effective and fundamental strategies encompass franchisees' characteristics, strategic management, marketing strategy, and adherence to ethical standards. These strategies are presented below.

## Franchisees' characteristics

According to [19], franchisees' characteristics are seen as one of the crucial factors that strengthen, improve, and drive franchise business success more than other factors, such as product innovation and consistency, brand positioning and trustworthiness, business location strategies, revenue stability, and return on investment. These franchisees' characteristics encompass various dimensions, including entrepreneurial capacity, professional experience, and financial capacity [34]. In addition, entrepreneurial capacity relates to an individual's ability to accomplish the franchise brand through their personality, involving the initiative concept and plan, effective creativity, and high self-confidence in business operations [66]. Professional experience refers to the levels of franchisees who examine themselves positively or negatively concerning their role as a business owner [67].

This experience is considered the key foundation of business operations, contributes to positive outcomes in franchise business networks, and helps develop soft skills such as acquiring business acumen, improving communication quality, and fostering strong team building, thereby enabling the franchisee's trustworthiness and performance [6]. Ultimately, financial capacity connects with a combination of financial competencies and expertise for independent financial management, involving comprehensive accounting concepts, devising financial functions, and making financial decisions appropriately [18]. It is naturally an essential tool for franchisees to plan, organize, and manage enterprise accounts effectively and efficiently for financial choices in the business industry [18].

A study by [19] explored 20 micro-franchise businesses from the food and beverage sectors in Malaysia, showing that franchisees' characteristics positively influence driving success in micro-franchise business performance, including personal discipline and effort, strong dedication, active engagement, and substantial persistence in franchise businesses. Another study by [34] was conducted on twelve participants who represented diverse franchise business industries in Malaysia. The findings demonstrate that franchisees' characteristics are the major support to accomplish franchise business goals: (1) franchise capacity involves the incredible independence and competence to maximize the business outcomes and seize opportunities; (2) financial capacity requires the relevant knowledge to handle profit and loss and the ability to maintain financial stability (3) professional experience is compulsory, encompassing professional knowledge and skillful management [34].

## Strategic management

The appropriate strategic selection and application serve as the fundamental pillar of a business entity [8]. Sensible and rigorous strategic management plays a critical role in building, supporting, directing, and accomplishing business goals, enhancing the competitive advantages, and maintaining the enterprise's sustainability in the business competition environment [8]. Moreover, as noted by [49], businesses need to develop a plan that includes targeting specific markets, implementing new technological solutions, and exploring innovative approaches in this increasingly competitive global environment. It is considered strategic management, encompassing planning, organizing, staffing, directing, and monitoring are the pivotal components for enterprise management [49].

Several studies reveal that strategic management is also involved with a business's vision and mission, values, proposition creation, business structure, responsible division, and overall strategic planning in business operations for all stakeholders [56,65]. It plays an essential role in supporting, maintaining, and sustaining franchise business practices and accomplishing the desirable business goals, objectives, and overall relevant plans [65]. For instance, a study by [35], conducted on the Haircode Salon franchise operated by the parent company PT. Sisir Emas Nusacipta (PT. SEN) in Indonesia.

The findings showed that the implementation of strategic management effectively strengthens relationships between franchisors and franchisees, enables business opportunities, maintains the quality of franchisee operations, and enhances business sustainability [35]. Furthermore, this

strategic management provides a valuable mechanism for successful franchise operations in the Haircode Salon franchise, such as training programs for stakeholders in both hard and soft skills, marketing and promotion strategies, and strategic planning, including tracking and revising goals, examining risks, developing an action plan continuously, and setting financial targets [35].

Another investigation by [65] examined small and medium food franchises in Thailand, illustrating that strategic management serves as a crucial element in franchise brand success. This is achieved through strategic planning, environmental analysis, establishing a clear vision, mission, goals, and objectives, developing leadership competence, and preparing the enterprise structure, human resources, and defined job descriptions and responsibilities [65]. Overall, strategic management plays a significant role in planning, organizing, directing, and managing to promote and maintain franchise business development goals, ultimately leading to long-term success, sustainable business, and competitive advantages [35].

### **Marketing strategy**

According to [14], a marketing strategy is a set of detailed processes, activities, and plans that provide a solid framework for implementing and achieving business goals, including various approaches for targeting customers, marketing mix, and marketing budget. It serves a critical role in sustaining and enabling an enterprise's growth through its potential components to ensure customer involvement and competitive advantage [48]. Moreover, these marketing strategies offer different and appropriate marketing aspects, such as product, price, place, and promotion strategies [65].

Product strategy involves the distribution of both tangible and intangible products by a business within the market penetration and competitive market environment [14]. It requires a strong focus from companies to deliver commodities to diverse customers and compete with other brands, including concentration on product features, attributes, functions, and the unique selling proposition [14]. In addition, the promotion strategy is determined as the interaction of activities between businesses and purchasers to transmit relevant product or service information or ideas through a particular platform to reach the targeted audiences and make purchase decisions [14].

Place strategy relates to the distribution channel to deliver the product or services from business owners to different purchasers [53], and connect with customers through its physical location, telesales, delivery, or social media platforms for customers to discover and visit the products [65]. Eventually, a promotion strategy is a common means to persuade the consumption, establish product concepts, fulfill consumer needs through its product, and empower store or operational performance [53]. An investigation by [48] involved all branches of the Xiji Street Snack Franchise Company in Medan, Indonesia, illustrating that marketing strategy significantly enables franchise operations and performance.

This includes enhancing business competitiveness, fostering brand revenues and sales, strengthening and maintaining product quality, increasing the major influence of product operations, promoting innovative and improved product quality, providing the required services to customers, and empowering weaknesses through social media advertising platforms [48]. Another study by [26] was conducted on the franchise business in Indonesia, namely the Hisana Fried Chicken outlet, highlighting that marketing strategy plays an essential role in enhancing service development, improving product taste, maintaining product quality, minimizing business costs, and supporting strategic placement, providing a visible and accessible location.

### **Ethical standards**

The implementation of ethical standards has transformed valuable and broad principles to support enterprise development and the steady growth of international food industries, and is linked to food safety, comparative analysis, and unique managerial characteristics [38]. First, food safety is a major factor in building a strong business advantage in a food supply exporter [50]. Many enterprises are discovering new management operations and mechanisms to mitigate food

production issues through the integration of advanced technologies, innovative tracking systems, and an effective risk mitigation tool [50].

Second, it is a mandatory task to implement a comparative analysis that examines the differentiation between traditional food production and franchise business settings, providing the fundamental strategies for improving management systems and frameworks to minimize the risks and navigate the strategic plan in franchisee-specific business contexts [38]. Finally, unique managerial characteristics, reflecting the franchise business operation, are mainly essential elements for ensuring that all the stakeholders understand, collaborate, and commit to implementing consistent standardization, including multilateral cooperation [38].

A study by [24] investigated the diverse international and local aspects of foodservice franchising enterprises (e.g., such as Olive Garden, Dunkin' Donuts, Lotteria, and Pizza Hut etc..) in South Korea, indicating that ethical leadership is a critical factor significantly influencing corporate social responsibility (CSR) activities, which in turn enhance business performance and operations at various compensation levels. According to [25], these CSR (e.g., legal, economic, ethical, and philanthropic) activities include strengthening product quality, complying with relevant regulations and laws, developing a thorough code of ethics, innovating product capacity, and setting product timelines that contribute significantly to domestic community development and support foodservice franchise brands in minimizing expenses.

### **Technology integration**

The implementation of technology has become a vital part of various business industries, including franchising businesses, by enhancing information technology platforms and tools for instantly advertising and promoting brands to target markets [61]. As noted by [51], technology serves a major role in connecting and supporting franchising businesses, enabling them to compete confidently in the market and offering diverse benefits for business growth. The potential of technological transformation has attracted franchise brands to support their business operations, improve items for segmented audiences, increase marketing advertisements, and offer convenient choices for customers through innovative applications [51]. Additionally, technology has provided a wide variety of digital platforms and tools for franchise businesses to enhance their performance, such as mobile technologies, electronic commerce (e-commerce), and omni-channel marketing to boost their branding, offer convenient options for customers, and create new experiences [51].

These valuable platforms can assist businesses not only with commercial franchises like e-commerce for online purchasing, ordering, and visiting online stores, such as in the food and beverage industry, but also support educational franchises, including online learning environments [51]. For example, an investigation by [21] in the U.S. real estate franchise sector illustrated that the implementation of technology significantly influences franchise business operations. The findings highlight that technology serves as an effective learning tool, enhancing knowledge transfer among franchisees and strengthening their capability to acquire innovations by incorporating, adapting, and restructuring resources and competencies [21]. Another study by [43] investigated 25 participants, including twenty-four franchisee managers and one franchisor manager from both the product and service sectors in Brazil.

The results illustrate that the incorporation of a technology platform into business entities positively supports the business operation and stakeholders, such as building a strong relationship between franchisor and franchisee, including enhancing communication, sharing knowledge, and internal knowledge franchising operation [43]. Overall, this implementation also helps the franchisee to strengthen and increase the franchisee's employees, involving boosting the workforce through a virtual training program, offering relevant knowledge in franchisee operation and performance, and enhancing the franchisee's debates about product and service innovation, processes, and mechanisms for better implementation in the franchising business [43]. Table 5 summarizes all the strategies in the franchising business model

**Table 5: Strategies for franchise business implementation**

Strategies	Franchising Business Industries	Sources
Franchisees' characteristics	Twenty micro-franchise food and beverage businesses in Malaysia (personal discipline and effort, dedication, engagement, persistence)	[19]
	Twelve Diverse Business sectors in Malaysia (franchise capacity, financial capacity, and professional experience)	[34]
Strategic management	Haircode Salon Franchise in Indonesia (strengthen the relationship between franchisor and franchisees)	[35]
	Small and Medium Food Franchise in Thailand (vision, mission, goals, objectives, leadership, business structure, human resources)	[65]
Marketing strategy	Xiji Street Snack Franchise Company in Medan, Indonesia (enhance franchise operations and performances)	[49]
	Hisana Fried Chicken Franchise outlet in Indonesia (service development, product taste, product quality, minimize business cost, strategic placement)	[26]
Ethical standards	Foodservice Franchise in South Korea (ethical leadership and corporate social responsibility)	[24]
		[25]
Technology integration	Product and Service Franchise Business sectors in Brazil (effective learning platforms, knowledge transfer effectiveness, innovative capabilities)	[21]
	Real Estate in the United States (business operation & enterprise stakeholders)	[44]

## Discussion

This review article definitely illustrates the multidimensional aspects of franchising, including both beneficial opportunities and associated challenges. Opportunities are essential for guiding a franchise business's operations and performance across various industries, such as brand recognition, franchisors' support, and product or service innovation. The potentials enable diverse branding entry, strengthen customer relationships and loyalty, maintain financial sustainability, and minimize operational costs. Moreover, these pivotal elements shape the fundamental components in reinforcing and sustaining branding quality and uniformity with different settings, including franchisor-franchisee tolerance, professional training, enterprise operations and guidance, and marketing support.

Nevertheless, franchising expansion and emergence in the global markets face the unavoidable obstacles, involving economic challenges, legal barriers, and cross-cultural constraints. Economic uncertainty impacts the dynamic operations, such as inflation, insufficient solid notes, and high-cost operations, leading to major hindrances, while unfamiliar regulations and licensing requirements increase business performance to encounter the complexity and inflexibility, stimulating franchisors to reconsider operating and launching their brands. Cross-cultural obstacles are significant barriers that franchisors cannot avoid, such as differences in language, norms, values, and consumer attitudes. These factors exert a paramount impact on franchisors seeking to meet high demand, requiring an in-depth awareness of domestic customers' preferences, customs, and business practices, with greater emphasis on adaptability and strategic mechanisms in target markets.

The relevant and effective strategies, embracing franchisees' characteristics, strategic management, marketing strategies, ethical standards, and technology integrations, denote that operational franchising stability and sustainability need to be maintained and strengthened both internally and externally. The internal strengths encompass businesses' capabilities and practical management, and external flexibilities involve strategic marketing responses, regulation, and ethical application, and digital implementation to match all stakeholders' expectations. In brief, the persistence and consistency of a franchise enterprise rely on the franchisee's competencies,

dedication, and adaptability to leverage the firm's brand and operational support while strategically and rigorously handling the contextual barriers.

## Conclusion

The review article has investigated a dedicated review of relevant and existing studies (2015-2025) on the franchising business framework, providing a holistic synthesis of its opportunities, challenges, and strategies. This exploration naturally reveals that, while the franchise offers the potential and valuable opportunities for business development, expansion, and customer and distribution reach, and launches existing brand credits, significant obstacles, such as economic, legal, and cross-cultural constraints, still notably impede franchise enterprise processes and performances, regardless of how they are responded to and handled. A franchise enterprise's success can be accomplished through the incorporation of different elements, including an appropriate franchisee's characteristics, proactive management plans, segmented marketing strategies, ethical practices and consistency, and digital adoption. For implementers, these precise aspects showcase the benefits of strengthening the strong franchisor-franchisee relationship, enabling advanced product or service innovations and enhancing business adaptability, and managing sustainable business practices.

As this article is a review article, it is limited to secondary data. Future research should conduct an in-depth exploration of the franchise business model across sectors in the competitive landscape. Future research should simultaneously examine key aspects of opportunities and challenges, emphasizing how each explicit element motivates businesses to implement franchising and demonstrate relevant barriers as a franchisee. Furthermore, future research should investigate the effective strategies in franchising, involving franchisees' characteristics, strategic management, marketing strategy, ethical standards, and digital use. Future studies should also discover how variations in business sectors or industries, business brand name, geographical environments, and technological inclusions influence the franchising expansion and operations.

The implication of longitudinal studies and mixed methods can also provide a thorough illustration of the franchise business opportunities, challenges, and strategies with various industries and markets. Specifically, longitudinal studies play a significant role in analyzing the franchise business performance across economic and regulatory settings, identifying the valuable outbreak of technological applications, such as artificial intelligence (AI) or electronic commerce platforms, in supporting franchise enterprises, and highlighting key comparisons of business practices in both diverse sectors and locations. Meanwhile, mixed methods combine quantitative and qualitative data, underscoring a deeper comprehension by employing statistical analysis with symmetrical contextual insights. Together, these approaches can support future research by revealing the fundamental franchise business development, growth, and sustainability.

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