Entrepreneurial Orientation, Innovation and Performance in Franchise Networks: A Configurational Approach

Nabil Khelil
Assistant Professor
CREM
Normandie University
14075 Caen Cedex, France
Telephone: 00 33 2 31 56 58 27
Fax: 00 33 2 31 56 69 47
Email: nabil.khelil@unicaen.fr

Catherine Allix-Desfautaux
Associate Professor
NIMEC
Normandie University
14075 Caen Cedex, France
Telephone: 00 33 2 31 56 65 27
Fax: 00 33 2 31 56 65 65
Email: catherine.allix-desfautaux@unicaen.fr

Anne-Laure Le Nadant
Associate Professor
NIMEC
Normandie University
14075 Caen Cedex, France
Telephone: 00 33 2 31 56 65 81
Fax: 00 33 2 31 56 65 65
Email: anne-laure.lenadant@unicaen.fr

Fanny Simon-Lee
Assistant Professor
NIMEC
Normandie University
14075 Caen Cedex, France
Telephone: 00 33 2 31 56 65 24
Fax: 00 33 2 31 56 65 65
Email: fanny.simon@unicaen.fr

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Abstract

The purpose of this paper is to propose a taxonomy highlighting the various configurations of franchise organizations. To this end, a cluster analysis using hierarchical and non-hierarchical clustering procedures was conducted on the basis of unique primary data gathered from 99 franchisors operating in France. By comparing the franchisors’ level of entrepreneurial orientation—which can favor innovation and therefore the global performance of the franchise system—the grounded taxonomy distinguishes four configurations: “inventors”, “protectors”, “optimizers” and “pioneers”. The findings emphasize the need to take into account these multiple configurations when studying the relationship between entrepreneurial orientation, innovation and performance within the franchising context.

Keywords: configurational approach; entrepreneurial orientation; innovation; performance.

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