

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

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**Presented at the 29th Annual  
International Society of Franchising Conference  
Historical Building  
University of Oviedo  
Oviedo, SPAIN  
June 18-20, 2015**

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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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<sup>1</sup>-This commissioned research has received funding from the French Federation of Franchising (Fédération Française de la Franchise) that we gratefully acknowledge