Business Not As Usual: the Flexible Franchise Model

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Presented at the 30th Annual
International Society of Franchising Conference
University of Groningen – Faculty of Economics and Business
Groningen, The Netherlands
June 9-11, 2016
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Abstract

The business format franchise is the gold standard for franchising. It delivers a uniform, standardised and consistent product and this is indeed one of its key strengths. Franchising is nevertheless a practical commercial strategy. Successful franchisors build formats, devise systems, and develop network expansion models which accommodate the unique characteristics of the business and the prevailing market conditions as well as wider social trends. This paper suggests that there are four distinct franchising models, but focuses on flexible franchising — a new franchise model which eschews the formulaic uniformity of traditional franchising, and explicitly and intentionally embraces and incorporates as its integral feature the franchisee’s flexibility to bring his or her own brand of entrepreneurship to the franchised business.

Key Words:
Franchise models
Flexible franchising
Back of house franchising
Quasi franchising
Freedom franchising
No format franchising
Franchising taxonomy