EFFECTS OF MARKETING STRATEGIES OF FRANCHISING ON CONSUMERS' PATRONAGE OF FAST-FOOD RESTAURANTS IN KADUNA STATE

[1] Ibeh, J.I Ph.D and [2]Olannye H. O Ph.D
[1]Agribusiness/Marketing Department Faculty of Business Administration Ahmadu Bello University, Zaria
[2]Department of Marketing and Entrepreneur, Faculty of Management Sciences, Delta State University. Abraka. Delta State

Abstract

Franchising as a means of marketing has experienced a rapid growth in resent time and it is clear that the innovation now taking place in Nigeria is following trends of development established in the western world decades. The study sought to ascertain the influence the marketing strategies of franchising in terms of the 7Ps of marketing (product, price, promotion, place, process, people and physical evidence) on fast-food restaurants on consumer patronage of fast-food restaurants in Kaduna State. A sample of 384 fast-food consumers, drawn from three fast-food restaurants each in Zaria Local Government Area and Kaduna Municipality, Kaduna State, was used. An open-ended structured questionnaire was used in collecting data. Data were descriptively analyzed using descriptive and inferential statistics. The demo graphic profile of respondents were analyzed using the descriptive tool of frequency and percentages, while another descriptive tools of mean and standard deviation were used to analyzed each of the respondents responses on the research constructs. The inferential tool used was multiple regression analysis which was used in testing the seven hypotheses. Results show that product, promotion, place, people, and physical evidence strategies, significantly influence consumers' patronage of fast-food restaurants, while price and process strategies were not significant.

Keywords: Franchising, Fast food, Market, Buying Behaviour

Introduction

The key to the franchising system is the franchise which is the right, within certain contractual limits, to sell defined goods or services (Alon, 2006). This franchise is offered by the franchisor to the franchisee. The franchisor is usually a corporate body. Most commonly, the franchisee is a sole trader, though it is not unusual to find that a franchisee also possesses the franchise for several units. The franchisor commonly provides the franchisee with a product or service, a marketing system, any necessary equipment for organizational and technical back up. Ojo et al (2011) override that the way in which the franchisee pays for these rights and services is given in the franchise agreement. The franchisee usually provides the premises from which the product or service is sold. The attractiveness of franchising to franchisors results from the fact that it is demonstrably successful. Fernández, (2013) states, It has had a high rate of growth in recent years and it is suspected that the rate of business failure is far less than with independent marketing systems. Yet this is really applicable only to those franchise systems that are being developed when the widespread process is well under way and we must look for more fundamental points in favour of franchising.

In essence, the franchise system offers considerable market expansion for minimal capital involvement, since it is the franchise that puts up the bulk of the capital at the customer contact end of the system. The franchisor makes his profit from all or a combination of the following; he may sell the franchise right for a period, he may provide the operating equipment and the supplies to maintain operations; he may lease equipment or the site from which the business is conducted; he may specify suppliers of equipment and products (from which he receives a common) and he may take a proportion of the turnover or the profits of a franchise unit.

Resende Melo, P. et al (2021). In addition, the franchisor may operate company units. Often these are in the most profitable market areas and the evidence suggests that where this does occur then they make a major contribution to company profits. The franchise system has advantages for the franchisee. In particular, he gets the benefits of belonging to a chain with its own image, style and one that may be well established in the market. At the same time, the franchisee has his own employer and retains the benefits of independence. This independence, is a strong motivational influence which results in turnovers being higher than in a company - owned, manager-operated system.; assistance in operating the business (for instance with initial training, staff training, accounting, site selection and estates management) together with advertising and promotional schemes and possibly becoming established at less capital cost than if he were independent.

Avermaete, T., et al (2013), Innovation in franchise includes a format for the conduct of a business, a management system for operating the business and a shared trade identity. Franchising is a comprehensive business relationship, not just a buyer-seller relationship, and there is considerable interdependence between a franchisor and its franchisees. The trend in Nigeria has been for company operated units to increase convenience goods and services were the basis for many of the franchises established in the late 1970^{s} and 2000. Fast food franchises, such as Mr. Bigg's and Kentucky Fried Chicken, proliferated during those years. Barber, N. & Scarcelli, J (2019). Laundry and cleaning services and convenience grocery stores were among the other businesses that experienced significant growth through franchising during that period. Hotel and motel networks, travel and recreation businesses, such as campgrounds, catered to an increasingly mobile population. Holiday Inns, for example, developed a network of nearly hundred companies and franchisee operated Inns in less than twenty years Sun, K. A., & Lee, S. (2021).

Statement of Problem

However, choice of preference for opportunity cost of products by individuals and group enlarges so much in time and occasionally individual interest clash. They wasted time in decision making, individuals and groups and their willingness to part with their money- resources are a big setback on sales and performance. The major decision a buyer makes in a group and how his or her choice influences others is a problem in consumer buying behavior. To undertake and investigate how buying behaviour affects volume of sales and profits of the organisation. Lack of information devices by the organization on its wide spread in reaching the individuals and groups at the right point in time to improve buying behavior is an issue.

Objectives of the study

The specific objectives are to:

1. Examine the influence of franchising product strategy on consumer patronage of fast-food restaurants
2. Investigate the influence of franchising promotion strategy on consumer patronage of fast-food restaurants
3. Find out the influence of franchising place strategy on consumer patronage of fast-food restaurants
4. Examine the influence of franchising people strategy on consumer patronage of fast-food restaurants
5. Study the influence of franchising physical evidence strategy on consumer patronage of fast-food restaurants
6. Investigate the influence of franchising price strategy on consumer patronage of fast-food restaurants
7. Find out the influence of franchising process strategy on consumer patronage of fast-food restaurants

Hypotheses

H1: Franchising product strategy significantly influence consumer patronage of fast-food restaurants

H2: Franchising promotion strategy significantly influence consumer patronage of fast-food restaurants

H3: Franchising place strategy significantly influence consumer patronage of fast-food restaurants

H4: Franchising people strategy significantly influence consumer patronage of fast-food restaurants

H5: Franchising physical evidence strategy significantly influence consumer patronage of fast-food restaurants

H6: Franchising price strategy significantly influence consumer patronage of fast-food restaurants

H7: Franchising process strategy significantly influence consumer patronage of fast-food restaurants

LITRATURE REVIEW

The concept of franchising is not new, yet it would be wrong not to consider its spread in recent years this differentiate between first- and second-generation franchise systems, and they give, as examples of the former, the tied public house system, the tied petrol station system and the Car manufacturers dealer networks. Yet, though the franchise concept has existed for well over a hundred years, it has flourished only in the last 20 years or so. Juniour et al (2013). This expansion of second-generation franchise systems represents the widespread of a marketing technique in at least two dimensions. It represents, firstly, the widespread of franchising to various new trading sectors, predominantly the retail and service trades. The range of trades that are franchised in Nigeria is large and still growing. Alexander, (2020). It is dominated by restaurant and food franchising but also includes such diverse trades as car-hire, printing and copying, home and office cleaning and bridal wear. Some examples of franchises in the quick service restaurant (QSR) sector in Nigeria include: Mr. Biggs', Domino's Pizza, Chicken Republic, Kentucky Fried Chicken (KFC), Debonair Pizza, Tastes Fried Chicken (TFC) and Tantalizers.

Food Franchising

The dominant sector in Nigeria franchising is the food sector. Olotu and Awoseila, (2011). These food franchise systems have played a large part in the significant changes that occurred in Nigeria catering in the 2000s and 2010. New names appeared and the image that they projected has changed the mass catering scene. The traditional Mr. Biggs, Chicken republic has given way to national chains serving standardized prepackaged foods in familiar middle of the market environment. Shoprite, Mr. Biggs and Kentucky Fried Chicken are all part of this franchising revolution The tendency amongst the early food franchises was for them to adopt a restaurant format-though it should be pointed out that Mr. Bigg's was never intended as a franchise at all. Later franchise systems, however, have been in the fast-food' or take-away' sector. Kentucky Fried Chicken Mega Chicken, Tantalizers, Tastes Fried Chicken, Domino's Pizza, Mama Cass and Sweet Sensation, all fall into this category (Ikechi, 2018).

Consumer Behavior

Consumer behavior explores how individual and groups make decisions to purchase, use and disposed of goods and services. This field examines the motivation, influence, and processes that guide consumer choice, providing essential insights for businesses. Understanding, analyzing, and keeping track of consumer behavior is critical for businesses. Consumer bekhavior incorporates ideas from several sciences including psychology, biology, chemistry, and economics Li Liu, (2022). It draws on psychological principles to understand how individual motivations, perceptions, and attitudes shape consumer decisions. Biological factors, such as physiological needs and sensory experiences, also play a role in influencing consumption behavior. Economic theories help explain how consumers allocate their limited resources among competing wants and needs, guiding businesses in pricing strategies and product positioning Kotabe & Helsen, (2010). In essence, consumer buying behavior serves as a crucial foundation for businesses seeking to navigate the complexities of the market and connect with their customers on a deeper level. Understanding what drives consumer decisions empowers businesses to anticipate trends, adapt to changing preferences, and stay ahead in today's competitive marketplace Reich, (2016).

Product

Refers to what the company produces (whether it is product or services, or a combination of both) and is developed to meet the core need of the customer. Product. This refers to what the company produces (whether it is product or service, or a combination of both) and is developed to meet the core need of the customer – for example, the need for transport is met with a car. The challenge is to create the right 'bundle of benefits' that meet this need. So what happens as customer needs change, competitors race ahead or new opportunities arise? We have to add to the 'bundle of benefits' to improve the offering, create new versions of existing products, or launch brand new products. (Arini et al., (2021).

Price

This is the only revenue-generating element of the mix – all other marketing activities represent a cost. So it's important to get the price right to not only cover costs but generate profit! Before setting prices, we need to research information on what customers are willing to pay and gain an understanding of the demand for that product/service in the market. As price is also a strong indication of the positioning in the market against competitors (low prices=value brand), prices need to be set with competitors in mind too (Micheal et al., (2017).

Place

This is the 'place' where customers make a purchase. This might be in a physical store, through an app or via a website. Some organisations have the physical space, or online presence to take their product/service straight to the customer, whereas others have to work with intermediaries or 'middlemen' with the locations, storage and/or sales expertise to help with this distribution. The decisions to be made in this element of the marketing mix concern which intermediaries (if any) will be involved in the distribution chain and also the logistics behind getting the product/service to the end customer, including storage and transportation (Daniel at al., (2018).

Promotion

Promotion in our marketing mix is about communicating messages to customers, whichever stage they are in the buyer journey, to generate awareness, interest, desire or action. We have different tools for communication with varying benefits. Advertising is good for raising awareness and reaching new audiences, whereas personal selling using a sales team is great for building relationships with customers and closing a sale. The challenge? To choose the best tool for the job, and select the most effective media to reach our audiences based on what we know about them. If your customer is a regular on Instagram then that's where you need to be talking to them! This doesn't just apply to customers. Communicate to other stakeholders too like shareholders and the wider public to build company reputation. The same principles apply; choose the right tools and media that fit with what you are trying to achieve (Setiyawati et al., 2021).

People

A company's people are at the forefront when interacting with customers, taking and processing their enquiries, orders and complaints in person, through online chat, on social media, or via the call centre. They interact with customers throughout their journey and become the 'face' of the organisation for the customer. Their knowledge of the company's products and services and how to use them, their ability to access relevant information and their everyday approach and attitude needs to be optimised. People can be inconsistent but with the right training, empowerment be inconsistent but with the right training, empowerment and motivation by a company, they can also represent an opportunity to differentiate an offering in a crowded market and to build valuable relationships with customers(Rachmawati er al., 2021).

Process

All companies want to create a smooth, efficient and customer-friendly journey – and this can't be achieved without the right processes behind the scenes to make that happen. Understanding the steps of the customer journey – from making an enquiry online to requesting information and making a purchase – helps us to consider what processes need to be in place to ensure the customer has a positive experience. When a customer makes an enquiry, how long will they have to wait before receiving a response? How long do they wait between booking a meeting with the sales team to the meeting taking place? What happens once they make an order? How do we make sure reviews are generated after a purchase? How can we use technology to make our processes more efficient? All of these considerations help build a positive customer experience (Ambari et al., 2020).

Physical Evidence

Physical evidence provides tangible cues of the quality of experience that a company is offering. It can be particularly useful when a customer has not bought from the organisation before and needs some reassurance, or is expected to pay for a service before it is delivered. For a restaurant, physical evidence could be in the form of the surroundings, staff uniform, menus and online reviews to indicate the experience that could be expected. For an agency, the website itself holds valuable physical evidence – from testimonials to case studies, as well as the contracts that companies are given to represent the services they can expect to be delivered (Kurniawan et al., 2020).

Theoretical Frameworks

The theories which will underpin this study are Resource-Base View Theory and Dynamic Capability Framework to explain about relationship between patronage of fast food restaurant and marketing strategies performance of 7ps ie product strategy, price strategy, production strategy, place strategy, process strategy, people strategy and physical evidence strategy of franchising. A key aspect of underpinning theory is that it includes both technical and social contexts within the phenomena being studied. This theory is typically relied upon for providing rationales. Instead of predicting outcomes, it enhances our understanding of a situation and offer explanations for why events occur as they do.

Resource – Based View Theory examines how internal resources (franchising) and external factors (marketing strategy 7ps) influence the patronage of fast food restaurants. The resource-based view (RBV) of the firm, which gained traction in the 1980s, builds on earlier research that highlighted the significance of organizational resources for a company's success (Penrose, 1959). This framework is widely used in management to identify crucial resources that enable firms to achieve sustained competitive advantage (Utami & Alamanos, 2023). Unlike other perspectives that focus on external market conditions, the RBV adopts an inside-out approach, beginning with an analysis of the firm's internal environment (Madhani 2010). Its primary goal is to explain how internal resources contribute to a firm's sustained competitive advantage Groen et al., 2009). States the resource-based view (RBV) theory attributes a firm's competitive advantage to its unique, rare, and inimitable resources, which propel its growth.

Dynamic Capabilities Framework explores how patronage of fast food restaurant leverage marketing strategy 7ps to adapt to changing competitive environment and improve consumer patronage. The Dynamic Capabilities theory emerged to address the shortcomings of the resource-based view (RBV) in explaining how resources and capabilities adapt to rapidly changing environments. Seen as an extension of RBV, this theory provides insights into how organizations develop and renew their resources and capabilities to maintain a competitive edge (Teece, 2012a). Dynamic capabilities are complex systems of actions and resources designed to renew, update, modify, or replace a firm's existing rent-generating resources and capabilities, typically in response to a changing environment. Augier & Teece et al., (2009), stated that Dynamic capabilities and strategic management in organizations indicate that many manager do not fully understand what constitutes dynamic resources, are unaware of possessing these resources, and have difficulty identifying competitors or deploying their unique resources at the right moment. Jonatunen, Tarkiainen, Chari &Oghazi (2018), stated that Dynamic Capability (DC) theory, which originates from the Resource-Based View (RBV), focuses on business performance and competitive advantage. Teece (2014), theory of Dynamic Capabilities has been vital for understanding organizational competitive advantage. Teece (2019b), dynamic capabilities are crucial for creating, maintaining, and enhancing sustainable competitiveness.

Conceptual Model

The ideas and principles presented in this study have been modeled with the conceptual model in Figure 2.1 below. Figure 2.1 illustrates a conceptual framework that models a relationship between the independent variable of marketing strategies and the dependent variable of patronage of fast food restaurant. The marketing strategies selected for the study was product strategy, price strategy, production strategy, place strategy, process strategy, people strategy and physical evidence strategy of franchising. The moderator variables were type of product constraints to promotion and sales. It shows that patronage of fast food restaurant as a dependent variable can be directly influenced by the independent variables marketing strategies which are usually activities that a company carries out to increase consumer patronage.

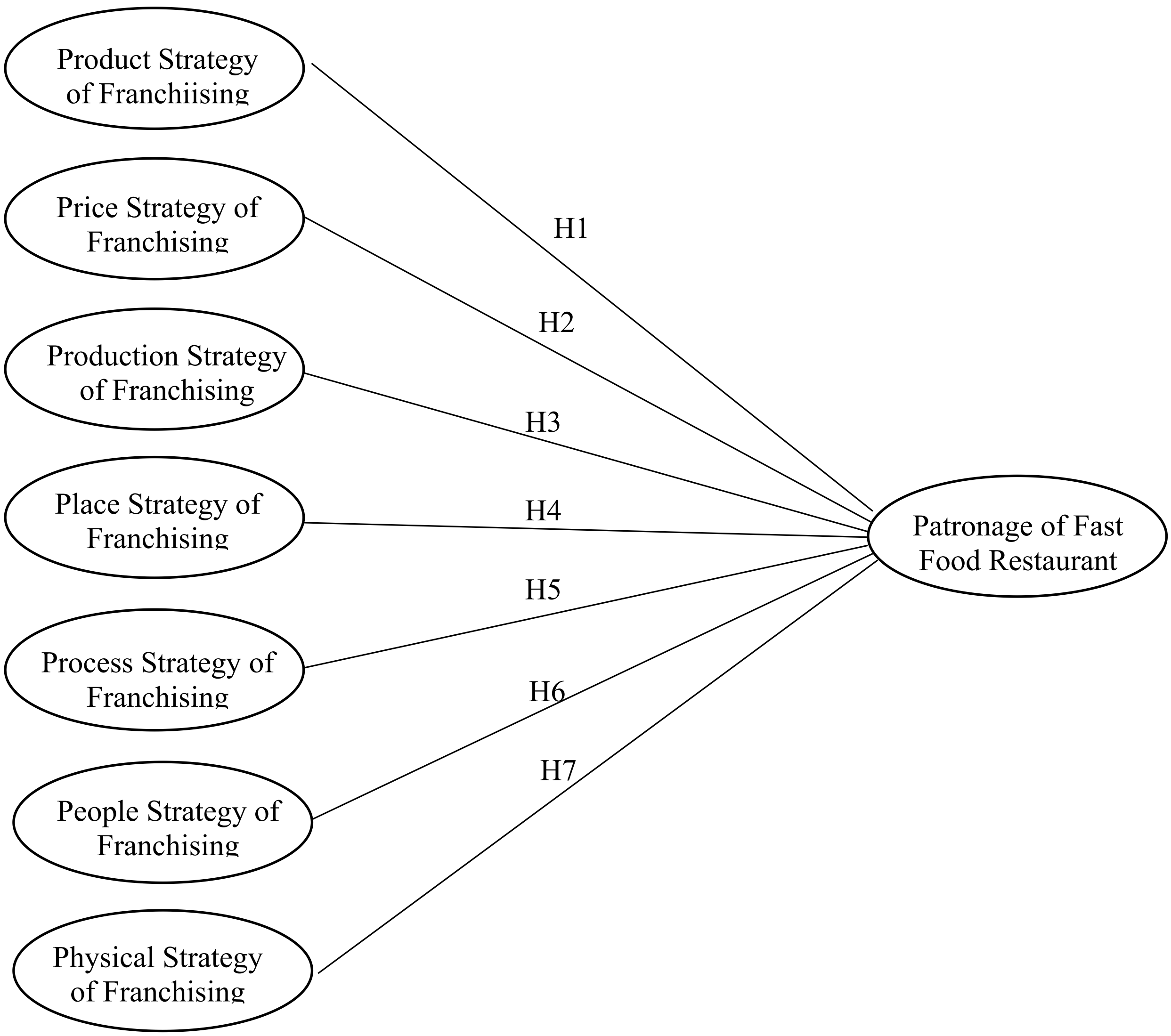

FIG. 2. 1 Conceptual Model

METHODOLOGY

The study adopted a descriptive cross-sectional survey design. The target population were all those above the age of 18 years of age, who had purchased or dined at a fast-food outlet in the Kaduna State, within the last 18 weeks prior to conducting the survey. The Cochran's (1977) formula for determining sample size where the population is unknown was applied to arrive at a sample size of 384 fast-food consumers. The convenience sampling technique was used to administer questionnaire to 96 fast-food in each of the four fast-food restaurants (Chicken Republic, Domino Pizza, Kentucky Fried Chicken (KFC), Tastes Fried Chicken both in each of the two cities – Kaduna and Zaria) were studied. Face and content validities were used in testing the validity of the instrument, and Cronbach's Alpha coefficient was used in testing the internal consistency of the instrument. The instrument was considered reliable when the coefficient had a benchmark was 0.7 (Nunnaly, 1983; Hair et al., 2010). The multiple regression analysis was used in testing the seven hypotheses.

Model Specification

The model for this study consists of seven independent variables, and one dependent variable. It is specified as follows:

$$Y = \beta0 + \beta1X1 + \beta2X2 + \beta5X3 + \beta4X4 + \beta5X5 + \beta6X6 + \beta7X7 + \varepsilon$$

Where, β0, β1, β2, and β3, β4, β5, β6, β7, are all constants,

X1 = Product strategy
X2 = Promotion strategy,
X3 = Place strategy,
X4 = People strategy,
X5 = Physical evidence strategy
X6 = Price strategy,
X7 = Process strategy
ε = error term.

ANALYSIS AND FINDINGS

Table 1: Demographic profile of respondents

Description	Item	Frequency	Percentage (%)
Gender	Male	40	10.4
	Female	50	13
Age (years)	18-30	10	2.6
	31-40	5	1
	41-50	5	1
	51-60	3	o.7
	61+	10	2.6
Marital status	Single	20	5.2
	Married	15	3.9
	Separated/Divorced	13	3.3
	Widowed	12	3.1
Educational status	Primary	8	2
	Secondary	1	0.2
	Graduate	6	1.5
Occupation	Student/Apprentice	8	2.0
	Unemployed	6	1.5
	Self-employed	0	0
	Civil servant	11	2.8
	Private sector employee	9	2.3

	Retiree	4	1.0
Monthly gross income (Naira)	≤ 29,999	0	0
	30,000-59,999	0	0
	60,000-89,999	22	5.7
	90,000-119,999	0	0
	120,000-149,999	2	0.5
	150,000-179,999	0	0
	≥ 180,000	15	3.9
Fast-food Restaurant	Kentucky Fried Chicken Chicken Republic	9 55	2.3 14
	Domino Pizza, Tastes Fried Chicken	43 28	11 7.2
Total		**384**	

Table 1 Distribution and receipts of questionnaire

Respondent	No. of Distribution questionnaire	% of No. Dist.	No. of Returned Questionnaire	% of No. Questionnaire Returned
Management of Chicken Republic	100	25.00	100	25.00
Management of Tastes Fried Chicken	100	25.00	90	22.5
Management of Domino Pizza	100	25.00	94	23.5
Management of Kentucky fried chicken	100	25.00	100	25.00
TOTAL	400	100	384	100

Source: Research Survey, 2024

The table1 above shows that more of the questionnaires were distributed to management staff of Chicken Republic and Kentucky representing fifty percent (50%) of the total respondents. Domino Pizza representing twenty three point five (23.5%) of the total respondents and Management of Tastes Fried Chicken also representing thirty (22.5%) of the total respondents.

However, it should be stated here that the same set of questionnaires were distributed to the different groups to allow comparison and easy assessment.

TABLE 2: Multiple regression analysis of the interaction of 7Ps of franchising strategy (product, price, promotion, place, process, people, physical evidence) on consumers' patronage (N=384)

Model	R	R. square	Adjusted R. square	Std error of the estimate	
1	.325a	.106	.073	5.55584	
Model	Sum of square	df	Mean square	F	p-value
Regression	798.364	8	99.795		
				3.233*	002
Residual	6759.952	219	30.867		
Total	7558.316	227			
Variables	Unstandardized regression weight B	Standardized regression weight	Beta weight	t	p-value
Constant	33.668	5.340		6.305*	.000
Product strategy	.412	.133	.215	3.086*	.002
Promotion strategy	.376	.134	.202	2.808*	.005
Price strategy	-.185	.118	-.105	-1.573	.117
People strategy	.302	.129	.107	2.468*	.014
PE strategy	.102	.031	.208	3.290*	.001
Place strategy	1.140	.378	.235	3.016*	.003
Process strategy	.114	.177	.044	.645	.520

N/B: PE = Physical evidence, * $p < 0.05$.

Table 2 shows that a combination of the franchising marketing strategies in terms of the 7ps of marketing (product, promotion, price, place, people process, and physical evidence) yielded a coefficient of multiple regression (R) of .325 and a multiple regression R-square (R^2) of .106. The result also showed that Analysis of Variance for the multiple regression data produced an f– ratio of 3.233 which is higher than the critical F-value of 3.00 and was significant at .05 level. Thus, the alternative hypotheses which state that the arketing strategies of franchising in terms of the 's of marketing have significantly effects on nsumers' patronage of fast-food restaurant was cepted. Thus when these variables are taken gether, they significantly predict patronage of st-food restaurants. This implied that the product, ice, promotion, place, process, people, and ysical evidence strategies of franchising, when ken together, significantly affect consumers' tronage of fast-food restaurants in Kaduna State. multiple R^2 of .106 implies that the independent variables (product, price, promotion, place, process, people, and physical evidence strategies) jointly explain 10.6 percent of the variance in consumers' patronage of fast-food restaurants. .

To find out the relative contributions of the individual factors, a test of regression weight was carried out. The result shows that the standardized regression weights (Beta) ranged from -.105 to .235, and t-ratio from -.1.573 to 3.290. The Beta weight of five variables, people (Hypothesis 4) ($\beta = 0.014$, $p < 0.05$), place (Hypothesis 3) ($\beta = 0.002$, $p < 0.05$), physical evidence (Hypothesis 5) ($\beta = 0.001$, $p < 0.05$), product (Hypothesis 1) ($\beta = 0.014$, $p < 0.05$), were significant,; while the other two other variables, price (Hypothesis 6) ($\beta = 0.117$, $p < 0.05$), and process (Hypothesis 7) ($\beta = 0.520$, $p < 0.05$), were not significant. This result implies that when the variables were taken individually, only five variables, namely; product strategies, promotion strategy, people strategy, physical evidence strategy, and place strategy significantly predicted consumers' patronage of fast-food restaurants in Kaduna State. . The result further showed that physical evidence strategy ($\beta = 0.001$, $p < 0.05$) made the greatest contribution to consumers' patronage of fast-food restaurants, while process ($\beta = 0.520$, $p < 0.05$t= .039) made the least contribution to consumers' patronage of .fast-food restaurants. In summary, Hypotheses, 1, 2 3, 4 and 5, were accepted, while hypotheses 6 and 7, were not accepted

Conclusion

Management of chicken republic, Domino pizza and Kentucky fried chicken companies and selected consumers of the three companies (Products) were critically interviewed or appraised to ascertain their consumer purchase behaviour. It was gathered through the study that consumer patronage were influenced by promotional strategy to a very much extent; that in some cases there is joint purchase decision in individuals and groups. Similarly the research disclosed that education, income has a part wards determining consumer purchase behaviour rchase in any individual or group.

ımmary of findings

ıe following were the findings from the research ɔrk

1. This result implies that when the variables were taken individually, only five variables, namely; product strategies, promotion strategy, people strategy, physical evidence strategy, and place strategy significantly predicted consumers' patronage of fast-food restaurants in Kaduna State.
2. The result further showed that physical evidence strategy ($\beta = 0.001$, $p < 0.05$) made the greatest contribution to consumers' patronage of fast-food restaurants,
3. While process ($\beta = 0.520$, $p < 0.05$t= .039) made the least contribution to consumers' patronage of .fast-food restaurants.
4. In summary, Hypotheses, 1, 2 3, 4 and 5, were accepted, while hypotheses 6 and 7, were not accepted

Recommendation

The following is recommended after a study of revelations of findings from the research:

i. That consumers purchase behavior and innovations should harmonized to increase the volume of sales and organizational returns.
ii. That establishing an appropriate organizational promotional mix is essential for an excellent behaviour and decisions of consumers.
iii. The organisations should great awareness and enlightenment programmes through their marketing channels in reaching the consumers about the availability of goods and services.

References

Ambari, A. K., Shah, T. Y. R., Indradewa, R., & Pusaka, S. (2020). Marketing Strategy and Business Model Canvas at Jeeva Works Corporation. Journal of Multidisciplinary Academic, 04 (02), 8285. http://www.kemalapublisher.com/index.php/JoMA/article/view/435

Arini, B. K., Indradewa, R., & Rahmat Shah, T. Y. (2021). Marketing Planning "Pineapple Drink" Innovation of Subang Honey Pineapple Processed Drink. International Journal of Research and Review, 8(9), 534–539. https://doi.org/10.52403/ijrr.20210967

Alon, I. (2006). Global Franchise and Development in Emerging and Transitioning Business Market, Journal of Macro-Marketing, 24 (2), 156-167. [11].

Avermaete, T., Viaene, J., Morgan, E. J., Crawford, N. (2003). Determinants of innovation in small food firms. European Journal of Innovation Management, 6(1), 8-17.

Augier, M., & Teece, D. J. (2009). Dynamic capabilities and the role of managers in business strategy and economic performance. Organisation Science, 20(2), 410-421.

Barber, N. & Scarcelli, J (2019). Clean Restroom: How Important are they to Restaurant Consumers? Journal of Foodservice, 20(6): 309 – 320. [30]

Daniel, O.C. (2018). Effects of Marketing Strategies on Organizational Performance. Www.Ijbmm.Com International Journal of Business Marketing and Management, 3(9), 2456–4559. www.ijbmm.com

Fernández, B. L., González-Busto, B., & Castaño, Y.Á. (2013). The Dynamics of Growth in Franchising. Journal of Marketing Channels, 20 (1-2), 2–24. [9].

Groen, A., Kraaijenbrink, G., & Spencer, J. C. (2009). M P RA The resource-based view: A review and assessment of its critiques The RBV: a Review and Assessment of its Critiques THE RESOURCE-BASED VIEW: A REVIEW AND ASSESSMENT OF ITS CRITIQUES. *Mpra*, *21442*. https://mpra.ub.uni-muenchen.de/21442/2/The_RBV-A_Review_of_Critiques_pre-pub_ver

Hashim, N., & Hamzah, M. I. (2014). 7P's: A Literature Review of Islamic Marketing and Contemporary Marketing Mix. Procedia - Social and Behavioral Sciences, 130, 155–159. https://doi.org/10.1016/j.sbspro.2014.04.019

Hoffman, R. C. & J. F. Preble, J. F. (1991). Franchising: Selecting a Strategy for Rapid Growth, Long Range Planning, 24(4), 74–85. [10].

Ikechi, P. O. (2018). Franchising standard and market performance of fast food franchisee firms in Port Harcourt, Nigeria International Journal (BIJ) -A Multidisciplinary Journal of the Postgraduate School Ignatius Ajuru University of Education, Rumuolumeni, Port Harcourt, Nigeria. 1. (1), 8-27.

Jantunen, A., Tarkiainen, A Chari, S., & Oghazi, p. (2018). Dynamic capabilities, operational changes, and performance outcomes in the media industry. Journal of Business Research, 89, 251-257.

Juniour, M. De M., & Borini, F. M. (2013). Influence of the Operating Environment on Organization Innovation: A Multiple Case Study of Food Franchises in Brazil. International Journal of Management, 3 (1), 402–420. [15].

Kurniawan, M., Shah, T. Y. R., Pusaka, S., & Indradewa, R. (2020). Marketing Analysis over Start-up Business in Lifestyle (Combining Barbershop and Coffee shop) at PT. Jeeva Work Corporation. Journal of Multidisciplinary Academic, 04(01), 52–55

Kotabe M. & Helsen, K. (2010). Global Marketing Management, New Jersey: John Wiley & Sons, Inc., 111 River Street, Hoboken, U.S. [13].

Li Liu, (2022) "Characteristics of consumer behavior in IT environment", Journal of Information, Vol. 21, No.2, pp45-47, (in Chinese).

Madhani, P. (2010). Resource Based View (RBV) of Competitive Advantage: An Overview. … BASED VIEW: CONCEPTS AND PRACTICES, Pankaj …, March. http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1578704

Michael Mwenda Gituma. (2017). Effects of Marketing Mix on Sales Performance : A Case of Unga Feeds Limited. In Chandaria School of Business in Partial Fulfillment of the Requirements for the Degree of Masters in Business Administration (Vol. 87, Issue 1,2).

Ojo O., & Irefin I. A. (2011). Franchising and Organizational Performance: Empirical Investigation of Selected Fast Food Restaurants in Nigeria Business Intelligence Journal, 4(2), 320-326. [12].

Oliver, R. L. (1997). Satisfaction: A Behavioral Perspective on the Consumer, New York: McGraw Hill. [31] Lovelock,

Olotu, O. A, & Awoseila, F. (2011). Reinventing business growth through franchising in developing economies: A study of the Nigerian fast food sector. International Journal of Marketing Studies 3; 162–170.

Penrose. (1959). The theory ofthe growth ofthe firm. Blackwell.

Rachmawati, E. R., Rahmat Shah, T. Y., & Indradewa, R. (2021). Influence of Marketing Mix Strategy on Business Arena Corner. International Journal of Research and Review, 8(8), 76–86. https://doi.org/10.52403/ijrr.20210812

Resende Melo, P. l, Cameiro-daCunha, J.A, & Telles, R. (2021). Franchisor support and brand value empowerment of micro-franchisees: a Brazilians market perspective. Journal of Entrepreneurship in Emerging Economies.

Samsudin, Z. binti, & Ismail, M. D. (2019). The Concept of Theory of Dynamic Capabilities in Changing Environment. International Journal of Academic Research in Business and Social Sciences, 9(6), 1071–1078. https://doi.org/10.6007/ijarbss/v9-i6/6068

Setiyawati, E., Indradewa, R., & Rahmat Shah, T. Y. (2021). Marketing Plan for Business Startups "Jamu Partnership" in Indonesia. International Journal of Research and Review, 8(8), 327–333. https://doi.org/10.52403/ijrr.20210845

Sun, K. A., & LEE, S. (2021). How does franchising alter competition in the restaurant industry? Journal of Hospitality and Tourism Management, 46, 468- 481.

Teecen D. J. (2019b). A capability theory of the firm: an economics and (Strategic) management perspective. New Zealaend Economics Papers, 539(1), 1-431. Hhttps://doi.org/10.1080/00779954.2017.1371208.

Teecen D. J. (2014). The foundations of enterprise performance: Dynamic and ordinary capabilities in an (economic) theory of firms. Academy of Management Perspective, 28(4), 328-352.

Teecen D. J. (2012a). Management and governance of the business enterprise: Agency, contracting, and capabilities perspectives. In D. C. Mueller (Ed.), The Oxford handbook of capitalism (pp. 220-249). Oxford University Press.

Utami, H. & Alamanos, E. (2023). Resource-Based Theory:A review. In S. Papagiannidis (Ed), TheoryHub Book. Available at https://open.ncl.ac.uk / ISBN: 9781739604400.