



## SUPPLY CHAIN MANAGEMENT IN FRANCHISING LITERATURE REVIEW: SYNTHESIS OF CONCLUSIONS

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**ABSTRACT. Background:** Supply chain management is the heart of any business, even for the franchise industry. A competitive supply chain is critical for the success of a franchising business in today's world. There have been observations and reviews conducted to find out the trends and focuses seen in this area, in the previous studies. The aim of this paper is to set out the analysis on existing past studies on supply chain management in franchising.

**Methods:** Using the Preferred Reporting Items for Systematics Review and Meta Analyzes (PRISMA) method, the analysis was performed using article data obtained from the Web of Science (WOS) and Scopus databases from year 2000 to 2020.

**Results:** Forty-one articles were filtered through the final process, and the analysis was performed to see the patterns of article citation, the settings of previous study (country-based), and the fields of study. This study discovered ten themes on the field of study, namely channel management, supply chain coordination, corporate strategies, network relationship, logistic, production, closed-loop supply chain, distribution channel, industrial management and others.

**Conclusions:** Several recommendations are made to provide guidance for future researchers to study these areas of supply chain management of franchising business.

**Key words:** systematic review, supply chain, franchising.

### INTRODUCTION

In general, supply chain management within a franchise system is usually established by a franchisor. Each franchise business itself has little potential to influence the arrangement of supply chain franchises. Indeed, there may be 'core' supply arrangements that the franchisee must follow, and others that the franchisor may need to make. According to Chen, Chung and Guo [2018], franchise business is defined as a special operating model in the supply chain management of retailers, where it plays an increasingly important role in today's industry. Ballou [2004] highlighted that logistics activities are important for any firm, because logistics

management and supply chain provide a wide range of thoughts, philosophies and methods to many disciplines. Importantly, logistics is a part of supply chain management that leads to value creation for the company's customers, suppliers, and shareholders. Undoubtedly, the value generated by logistics activities is expressed by time and place. Without doubt, efficient and systematic logistics management depicts each activity across the supply chain as a continuous contribution to the value-added process [Ballou 2004].

On the other hand, supply chain management depends on process integration across the entire domain of marketing, logistics, purchases, and operations. Generally, marketing channels manage downstream

relationships, and link companies with end customers [Kozlenkova, Hult, Lund, Mena, Kecec, 2015]. In fact, Chancey, Flores, Palma, Valenzuela, and Cabrera [2016] emphasised that logistics activities are always important for companies and organizations. The area of supply chain logistics and management represent the synthesis of various business concepts including marketing, production, accounting, warehousing, and purchasing. The uniformity in managing the supply chain means that the franchisors and their franchisees as business partners do not only agree with their current distribution's network provider but must also be able to work more closely together, to ensure the right mix of products being available, always. In addition, supply chain management can include various classifications of activities such as product and information flow, supply and supply negotiations with suppliers, distribution processing tasks, transport, handling, and storage. Finally, they must ensure that the quality is adhered to, and the availability of the goods and services offered is consistently available [Cooper, Douglas, Janus, 1997, Davis, 1993, Mentzer et al., 2001].

A systematic literature review is a comprehensive method of reviewing past studies by appraising, summarizing and attempting with the aim to synthesize the retrieved information [Dempster, 2011, Petticrew, Roberts, 2006]. Hanley and Cutts [2013] also claimed that a systematic review is intended to be more rigorous to overcome bias, as well as being a way to revise the studies in a particular context. Despite having plenty of studies on supply chain management in franchising, efforts to conduct the systematic review on this field are still lacking. In this article, the researchers attempt to fill the gap by providing an understanding of the past studies' patterns. Moreover, in the process of building the relevant systematic reviews, the current study is guided by the main research question of "What is the focus area of supply chain management in the franchise business?". The main purpose of this study is to explore areas that the past studies have explored in the context of franchising, and this study also tries to identify the most-referenced scholars' articles in the last 20 years. Therefore, the

present study intends to review this issue systematically.

## METHODOLOGY

### Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA)

The method used for this article to retrieve and revise related past studies on supply chain management in franchising is discussed. According to Moher, Liberati, Tetzlaff and Altman, [2009], Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA), which is principally entailed of Cochrane authors, has developed the PRISMA guidelines in 2009 to overcome issues in writing systematic reviews. Moher et al. [2009] highlighted that a comprehensive systematic review of all reports published on the subject in search of answers to clear research question. Moreover, systematic reviews are useful for identifying, evaluating, and summarizing evidence from various studies to address research questions or caps in the same context [Stewart et al., 2015]. Shamseer et al. [2015] supported that systematic review is important for several reasons: (i) enables systematic reviewers to plan carefully and anticipate potential problems; (ii) explicitly allows documentation review of what is planned before beginning to review, and this will allow others to make comparisons between protocols and the completed reviews, to replicate the review method if required, and to evaluate the validity of the proposed method; (iii) prevents illogical decision making to include criteria and data extraction; and (4) reduces overlapping efforts and enhances cooperation, if any.

### Sources of Database

In the present article, the main source relies on two major journal databases: Web of Science (WOS) and Scopus. As highlighted by Falagas, Pitsouni, Malietzis and Pappas [2008], the evolution of the electronic age leads to the development of many medical databases on the World Wide Web, thus offering search facilities at specific field of studies and the ability to make citation

analysis. In addition, Guz [2009] supported that WOS and Scopus are the most extensive and widely available databases that contain different scholarly fields, and are often used to search for literature.

Scopus is a large multidisciplinary database with citations and abstracts from literary journals, trade journals, books, patent records, and conference publications. This database provides tools for detecting, analyzing, and visualizing search results. The Scopus database was launched in November 2004 and it is the largest database of abstracts and collections with more than 21,500 titles from more than 5,000 international publishers. In addition, the Scopus database also provides the most comprehensive overview of the world's research outcomes in science, technology, medicine, social science, and arts and humanities [Boyle & Sherma, 2006]. As of January 2020, it was reported that there were more than 25,100 articles from over 5000 international publishers. Scopus delivers an overview of the world's most comprehensive study covering areas such as medicine, science, technology, the humanities and social arts science [Elsevier, 2020]

Meanwhile, WOS database search has approximately 11,400 journals in over 45 different languages across the fields of science, social science, and the arts and humanities to find the most relevant high-quality research. Also, it provides link between relevant notes using citation references and exploits the subject-matter relationships between articles created by expert researchers working in specific fields. The comparison of WOS and Scopus determines that WOS has robust reporting which goes back to 1990 and most of its journals written in English [Joshi, 2016]. As reported by Web of Science (2020), There are 21,294 articles in the WOS database and cover areas such as sciences, social sciences and art and humanities

### **Systematic Review Process**

There are four stages involved in the systematic review process: (i) identification; (ii) screening; (iii) eligibility; and (iv) included. The identification process is carried out in stages. The first stage is identified using

keywords that are integrated in the search process for related articles in the WOS and Scopus databases. Based on previous studies and synonymous terms in thesaurus, keywords like supply chain management, franchising, franchise, franchisor and franchisee were used. After carrying out a careful screening at this stage, 47 duplicate articles were issued. Next, the second stage was the screening process. At this point, there were 124 eligible articles for review, after that, 49 articles were released because they were the same on both WOS and Scopus databases. In the third stage, the eligibility to which full article was accessible was considered, and later carefully examined. A total of 33 articles were found to be published because some of them were in conflict with the focus of supply chain and franchising. Finally, the last review was done, and the final filter produced a total of 41 articles used for analysis by researchers in this study.

In details, for eligibility and exclusion process, there were several criteria outlined by the researchers to ensure that the article search was performed accurately and appropriately [Strech, Sofaer, 2012]. First and foremost, with respect to source types published in both databases, only empirical article data was selected. Other types of articles such as book chapters, books, conference proceedings and review papers were all excluded in order to get the empirical evidence only. Secondly, the search also focused on articles written and published in English to avoid difficulties and confusion in language translation. Finally, the search was focused on papers within the range of 20-year period from year 2000 to the current year of 2020, as the era of global franchise development develops as the evolution of franchising began to grow around that year. Importantly, the search only focused on supply chain management in franchising, and any unrelated articles were excluded after the screening process was completed.

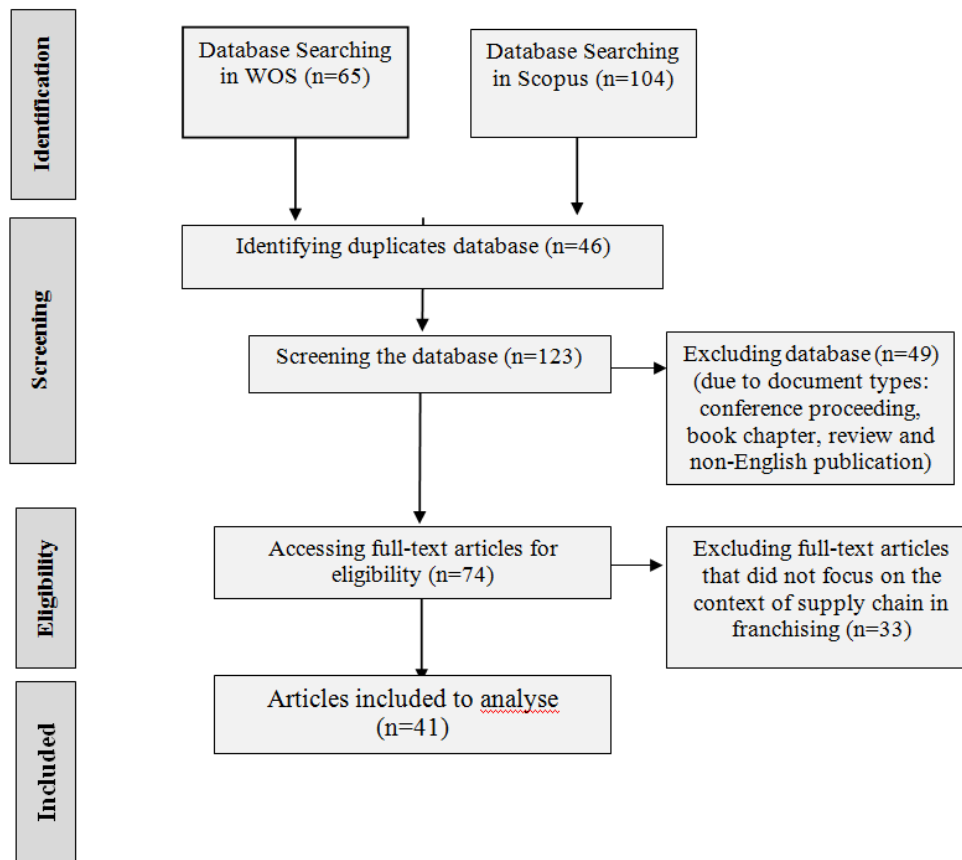


Fig. 1. The Flow Diagram of The Study

## ANALYSIS AND DISCUSSION

### Analysis of Articles in the Scopus Database

In the process of searching the articles in the Scopus database, 104 articles were found in the abstracts, article titles or keywords using the following search: TITTLE-ABS-KEY ("supply chain" OR "supply chain management") AND ("franchising" OR "franchise" OR "franchisee" OR "franchisor\*"). The search of articles ranged in between year 2000 to 2020, and the details of each article are shown in the Figure 2.

Figure 2 shows the number of articles published in Scopus for the search year of 2000 to 2020. The analysis of the number of publications was monitored by paternity over a ten-year period, so, the researchers separated

2000 to 2010's publications from the observations of 2011 to 2020. Given the first ten years, the number of publication articles on franchising in supply chain management was relatively favorable, and the distribution was on average of five to seven. Furthermore, the production began in 2002 and its volume rose in 2004, but slightly declined in the next two years, and gradually increased over the next four years. It should be noted that the number of publications for article franchising in the context of supply chain management dropped dramatically in 2011 and 2012. Nevertheless, the number of publications increased gradually over the next three years, but slightly decreased in the next two years (2016-2017). Clearly, the volume of publications in this context was increasing again in the next year (2018) and drop in 2019. General analysis in this Scopus database includes areas of business management and accounting, social sciences, economics, and others.

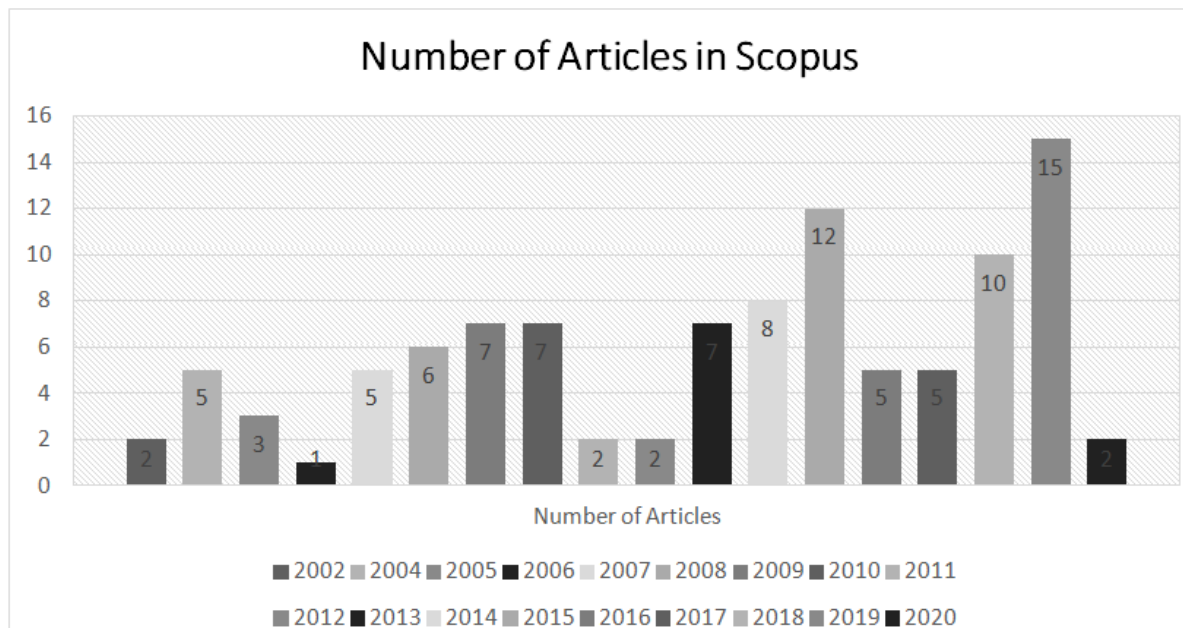


Fig. 2. Number of Articles in Scopus Database

### Analysis of Articles in the WOS Database

In the process of searching for articles in the Web of Science (WOS) database, 65 articles were found in the abstracts, article titles, or keywords using the following search:

TS= (("supply chain" OR "supply chain management") AND ("franchising" OR "franchise" OR "franchisee" OR "franchisor\*")). The article search ranged from year 1999 to 2020, and the details of each article are shown in the figure 3.

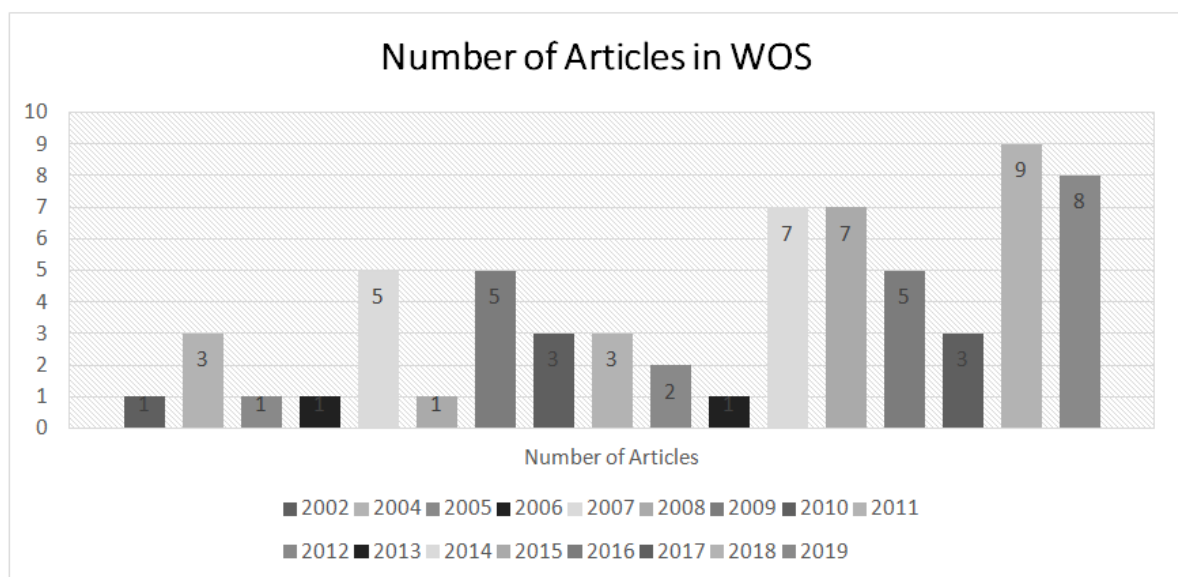


Fig. 3. Number of Articles in WOS Database



Figure 3 shows the number of articles published in the Web of Science (WOS) database for the search year of 2002 to 2019. The analysis of the number of publications was monitored by paternity over a ten-year period, so, the researchers divided them from 2002 to 2011, and then divided the observations for 2012 to 2019. The number of publication articles on franchising in supply chain management was relatively favorable for the first nine years, and the distribution was on average of one to three. Furthermore, the production began in 2002 and its volume rose in 2004, but slightly declined in 2005, and maintained the volume until 2006, and increased back in 2007. Then, in 2008, the volume slightly decreased before increasing back in 2009. The next couple years, the volume maintained before falling in 2013. In 2014 and 2015, the volume maintained before decreasing in 2017. Then, in 2018, the volume rose again until decreasing back in 2019. The general analysis of this WOS database covers areas like operations research management,

science, management, business, and other related fields.

### Analysis on Citation Number of Articles

Citation is the reference portion used by a researcher and it is included in the main body of work, each time a writer directly quotes, paraphrases, summarizes or refers to the work produced by another author [Shibly, 2016]. In the present study, the researchers have listed 10 out of the many articles cited by previous studies. The search was performed by the researchers on both databases - Scopus and WOS. By looking at it, only one article had the highest citation value in both databases: "Supply chain coordination with revenue-sharing contracts: Strengths and limitations" by [Cachon & Lariviere, 2005].

The Table 1 shows the list of the 10 most cited articles in the Scopus database.

Meanwhile, the Table 2 lists the 10 most cited articles in the WOS database.

Table 1. Number of Citations – Scopus

Title	Authors/Year	Number of citations
Supply chain coordination with revenue-sharing contracts: Strengths and limitations	(Cachon & Lariviere, 2005)	1485
Channel coordination and volume discounts with price-sensitive demand	(Qin, Tang, & Guo, 2007)	105
The impact of Internet referral services on a supply chain	(Ghose, Mukhopadhyay, & Rajan, 2007).	39
Motivating retail marketing effort: Optimal contract design	(Samar, Xuemei, & Ghose, 2009)	42
Franchisor-franchisee supply chain cooperation: Sharing of demand forecast information in high-tech industries	(Yan & Wang, 2012)	28
Contract design for cooperative product service system with information asymmetry	(Xie, Jiang, Zhao, & Shao, 2014)	27
Integration of capacity, pricing, and lead-time decisions in a decentralized supply chain	(Zhu, 2015)	31
Closed-loop supply chains under reward-penalty mechanism: Retailer collection and asymmetric information	(Wang, Zhang, Li, Zhao, & Cheng, 2017)	26
Three-echelon supply chain coordination considering duopolistic retailers with perfect quality products	(Modak, Panda, & Sana, 2016b)	55
Pricing policy and coordination for a two-layer supply chain of duopolistic retailers and socially responsible manufacturer	(Modak, Panda, & Sana, 2016a)	41

Table 2. Number of Citations-WOS

Title	Authors/ Year	Number of Citations
Supply chain coordination with revenue-sharing contracts: Strengths and limitations	(Cachon & Lariviere, 2005)	1186
Manufacturer-retailer supply chain cooperation through franchising: A chance constrained game approach	(Li, Huang, & Ashley, 2002)	19
Channel coordination and volume discounts with price-sensitive demand	(Qin et al., 2007)	77
Motivating Retail Marketing Effort: Optimal Contract Design	(Samar et al., 2009)	38
On contracts for VMI program with continuous review (r,Q) policy	(Guan & Zhao, 2010)	33
Coordination via cost and revenue sharing in manufacturer-retailer channels	(Kunter, 2012)	86
Contract design for cooperative product service system with information asymmetry	(Xie et al., 2014)	21
Integration of capacity, pricing, and lead-time decisions in a decentralized supply chain	(Zhu, 2015)	22
Pricing policy and coordination for a two-layer supply chain of duopolistic retailers and socially responsible manufacturer	(Modak et al., 2016a)	32
Managing a dual-channel supply chain under price and delivery-time dependent stochastic demand	(Modak & Kelle, 2019)	36

In this article, the researchers also decided to analyze the pattern of articles cited by many researchers in their research. This pattern was analyzed from 2000 to 2020's papers. In this case, the study was oriented to identifying the articles with the largest contribution to the supply chain in franchising. The analysis' results are shown in the Table 2. Obviously, the researchers focused on the 10 most cited articles from the Scopus database. In addition, as seen in the graph, from year 2007 to 2017, the number of articles quoted retained at a lower level of moderate persistence compared to this particular article that was published in 2005. According to the citation number, the higher citation for authors of the publications were Cachon, G.P and Lariviere, M.A [2005]. This study is related to research on revenue sharing contracts in the general supply chain model with revenue determined by each retailer quantity and purchase price. This study introduces a model that shows that revenue sharing aligns supply chains with each other retailer. Comparison of yields with a number of other supply chain contracts (e.g. franchise contracts) is also discussed [Cachon, Lariviere, 2005].

### Analysis on Study Setting

Based on Table 3, the volume of research is related to supply chain in franchising, hence,

the researchers analyzed the country as a setting for the research conducted. The analysis shows that most previous studies on supply chain in franchising field focused on China, one of the countries focusing on most franchisees to supply raw materials and carry out production activities. As supported by Alon and Kruesi [2019], China is the largest franchise market in the world, and it has more than 4,500 franchise systems and about 400,000 franchise stores in over 70 industries.

Furthermore, the second most studied country is the United States of America, as it is the home-base to many of the world's leading franchise brands today. As reported by U.S. Commercial Service [2018], the franchise sector is an important component of the United States. Inside the franchise business, the United States directly has over 733,000 companies supporting nearly 7.6 million direct jobs, \$674.3 billion of economic output for the U.S. economy and 3 percent of Gross Domestic Product. In addition, studies on supply chain in franchising have also been carried out in other countries as the setting of the study such as India, the United Kingdom, Australia, Canada and others, as stated in the table. Obviously, franchising industry is seen as an important industry that contributes to the development of the global economy in more than 40 countries around the world, and is

growing over time (Alon & Welsh, 2002; Samsudin et al., 2018).

Table 3. Number of Study Based on Country

Country	Number of Study	
	Scopus	WOS
China	32	25
USA	20	16
India/UK	6	6
Austria/Brazil/Germany/Ghana/Japan/Malta/New Zealand/Pakistan/South Korea/Spain/Tanzania/Thailand	1	3
Hong Kong/Italy	7	-
India/UK	6	-
Australia/ France	5	-
Canada	4	-
Netherlands/Norway	3	-
Denmark/Poland/Taiwan	2	-
Undefined	8	-

### Analysis on Field of Study Covered in WOS and Scopus Databases

In the analysis of the entire selected final articles, the researchers identified the area of supply-chain-related studies conducted in the franchising context. In general, channel management is widely used in today's franchise business. This is the process by which franchise companies develop a variety of marketing techniques and sales strategies to reach the widest possible customer base. Channel management involves managing closely related channels by reaching out customers, managing partners that help with the distribution process, and managing vendors that keep internal controls running smoothly. In addition, channel management successfully acquires and maintains the cooperation of various organizations by aligning the enterprise with customer needs. Every department and stream of information can potentially affect customer service, affecting the entire organization and reputation. Figure 4 shows that 21 percent or the majority of the filtered final articles were studies in the field of

channel management [e.g. Geng, Mallik, 2007, Kunter, 2012, Modak et al., 2016a, 2016b, Qin et al., 2007].

The components of the supply chain may be very different from one franchise system to another, depending on the industry and type of business of the franchise system, as well as the level of complexity of its product offerings. Supply chain management affects the operations of a franchise company in a number of ways, including the availability of inputs required for production processes, costs and profitability of manufactured goods, company infrastructure, and the way companies interact with their suppliers and customers. Obviously, production operations in supply chain management makes products or services becoming more attractive to potential users, to the extent that demand is created. According to the analysis, nine percent of the selected final articles focused on the field of production [e.g. Ritchie, Young, Shahzad, Kolodinsky, Melnyk, 2015, Samar et al., 2009, Wong, Lai, 2008].



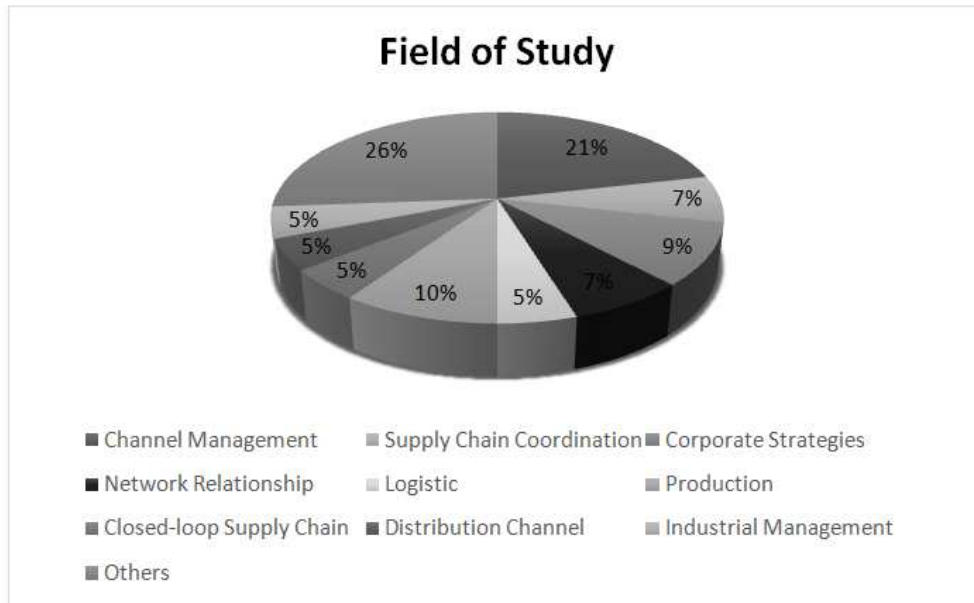


Fig. 4. Field of Study

Corporate strategies are also a function of logistics and the key to success in the supply chain. It is an important part of the supply chain and management where franchise companies need to make strategic decisions in their logistics network. The analysis shows that nine percent of the selected final articles focused on the corporate strategies area [e.g. Bouchet, Troilo, Spaniel, 2015, Sebastiani, Corsaro, Montagnini, Caruana, 2014, Utgård, 2018]. Other than that, the analysis also shows that seven percent % of the selected final articles focused on the field of supply chain coordination, as the main focus in channel coordination is to improve the supply chain performance by aligning the plans and objectives of a franchise business. Generally, it focuses on inventory management and decision making in a distributed company setting. Meanwhile, the analysis also shows that seven percent of the analyzed final articles focused on network relationship [e.g. Shaikh, Biswas, Yadav, Mishra, 2017, Shaikh, Sharma, Vijayalakshmi, Yadav, 2018, Shockley, Turner, 2016], where supply chain management is a network of interconnected companies engaged in physical product and service requirements from key suppliers to end-users offered by franchise companies, both locally and internationally.

Among other things, there are three other areas of focus from previous studies, each representing two percent of the total number of the filtered final articles in this analysis. For articles that focused on the field of logistics [e.g. Fenies, Gautier, Lagrange, 2014], it can be said that logistics is an integral part of the operations of a franchise company through various stages of development to meet the demands of the their franchisees as business partners, as well as to ensure the smoothness of their business supply chain activities. The next area focused on the field of closed-loop supply chain [e.g. Wang et al., 2017, Wang, Zhou, Zhang, Sun, He, 2018] where the closed loop supply chain essentially combines traditional supply chain (forward logistics) with reverse logistics. It considers the item after its original purpose is included. The focus of closed-loop supply chain is to maximize economic benefits while reducing consumption resources and energy, and to reduce emission of pollutants. It is related to efforts to create socially responsible companies, and to balance economic interest.

Also, closed-loop supply chain is environmentally friendly performance that includes internal and external management of company franchise. Besides that, the other focus was on distribution channel [e.g. Samar

et al., 2009] - it is a network of businesses or intermediaries through which goods or services pass through to the end buyer or end user. Distribution channels within the franchise system include franchisees, raw material suppliers and third-party logistics. Besides, the other area also focuses on industrial management [e.g. Yan, Wang, 2012] as it is an organizational process that includes strategic planning, setting, objectives, resource management, the use of human assets, and financial management to achieve objectives, and to measure outcomes. In short, the analysis also shows that 26 percent of the articles were found in other categories under the supply chain management.

## **RECOMMENDATION FOR FUTURE RESEARCH**

Based on the 41 studies examined, several aspects need attention. First, supply chain management is not considered a key concept in a franchise business operation. Even supply chain management is crucial in order to keep the franchising system works, most studies do not focus on the factors that lead to better and more efficient supply chain management. Also, studies explaining the relationship of practice in supply chain management and franchise business performance are minimal. Therefore, it is suggested that future research focus on this scope. Besides, most studies use only quantitative methods, and very few studies on supply chain management in franchise businesses employed qualitative methods such as case studies [i.e. Fenies et al., 2014; Wong, Lai, 2008]. Thus, it is recommended that future research may explore deeper into understanding supply chain management issue in franchising business sector. The qualitative case study methodology offers tools for researchers to study complex phenomena in their context. When appropriately applied, it becomes a valuable method for research to develop theory, evaluate programs, and develop interventions [Baxter, Jack, 2010].

## **CONCLUSIONS**

To sum up, the literature research conducted by the researchers has made it conceivable for a conclusion to be formulated. The breakdown of the years was made to look at the pattern of the publications over two phases namely year 2000-2010 (first phase), and year 2011-2020 (second phase). In the first phase, the study of the WOS and Scopus databases found that most articles focused on the concept of supply chain in franchising that began in 2002, but the numbers were moderate. Meanwhile, as seen in the second phase, the focus of this area was growing and the number of articles in 2014 and above increased. Regarding the databases as the main medium used by today's researchers, the Scopus database is seen as a great source for finding articles related to supply chain management in franchising compared to the WOS database. In addition, a study entitled "Supply chain coordination with revenue-sharing contracts: Strengths and limitations" by Cachon and Lariviere [2005] is an article that received a lot of citations in both WOS and Scopus databases. Overall, the researchers in the present study found that most recent studies focused on channel management compared to other areas in the context of supply chain management. Therefore, future researchers can explore other areas for future studies such as closed-loop supply chain and industrial management in franchising business.

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## ZARZĄDZANIE ŁAŃCUCHEM DOSTAW WE FRANCZYZIE – PRZEGLĄD LITERATURY

**STRESZCZENIE. Wstęp:** Zarządzanie łańcuchem dostaw jest określone jako serce biznesu, również w przypadku biznesu opartego na systemie franczyzy. Konkurencyjny łańcuch dostaw jest krytyczny dla osiągnięcia sukcesu. Istnieje wiele badań poświęconych wyszukiwaniu trendów w tym obszarze. Celem pracy jest analiza badań w obszarze zarządzania łańcuchem dostaw biznesu opartego na franczyzie.

**Metody:** Wykonano analizę danych z prac opublikowanych w WOS (Web of Science) oraz bazie Scopus w okresie 2000 do 2020, używając w tym celu metody PRISMA (Preferred Reporting Items for Systematic Review and Meta Analyses).

**Wyniki:** Finalnie zostało wyselekcjonowanych 41 prac, które zostały poddane szczegółowej analizie w celu określenia wzorów cytowań prac, wcześniejszych badań w stosunku do prezentowanych w badanych pracach oraz obszarów badań. Ustalono 10 tematów obszarów badawczych, a mianowicie: zarządzanie kanałami, koordynacja łańcucha dostaw, strategie korporacyjne, zależności sieciowe, logistyka, produkcja, pętla łańcucha dostaw, kanały dystrybucji, zarządzanie przemysłowe i inne.

**Wnioski:** Stworzono kilka rekomendacji, które powinny być wytycznymi dla dalszych badań dla naukowców zajmujących się zarządzaniem łańcuchem dostaw dla biznesu opartego na franczyzie.

**Słowa kluczowe:** analiza systematyczna, łańcuch dostaw, franczyza

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