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STRATEGIC DEVELOPMENT MECHANISM OF THE FRANCHISING BRAND

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Abstract

Introduction. Globalization and integration processes refer to the subjects of network business towards the organisation and development of a general perception of common corporate goals and values, the creation and implementation of common network standards and technologies through the formation of a system of knowledge about the brand.

The aim of the brand creation, which is the result of the interaction cooperation, is to form a circle of potential consumers of the company that have a similar cognitive structure, a system of knowledge, similar thinking, world perception and consciousness. The presence of these similar features in the company's network of business partners and customers can combine them into groups that have the only one system of values and high loyalty to the brand. That is why there is the scientific interest to develop a mechanism for the strategic development of the franchising brand.

Purpose. The research aims to develop the theoretical and methodological aspects of the formation of strategies for the development of enterprises, which operate in the franchising market and use brand management technologies.

Method (methodology). The methodological basis of the research is a set of scientific methods of systematic, dialectical and comparative analyses, which has provided a comprehensive study on the development of franchising in Ukraine. Such scientific methods as method of analysis, method of synthesis, method of scientific synthesis, method of comparison, method of grouping, and method of economic and statistical analysis have been used in the research of the theoretical approach to brand management, strategic management and definition of strategic characteristics of the franchising market in Ukraine.

Results. The content and components of the brand have been studied. The features of brand management, determined by franchising activity, have been defined. Strategic monitoring of the franchising market has been conducted. Opportunities and threats, strengths and weaknesses have been identified. They form the basis for franchising brand development strategy. Segmentation of the market for franchises in the field of catering and trade has been carried out. It allows exploring the strategies of major players in the franchise market. The mechanism of strategic development of franchising brand with the use of the principles of interaction theory and the concept of network marketing has been worked out.

Keywords: entrepreneurship; franchising; investment project; brand; brand development strategy; partnership, network marketing.

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МЕХАНІЗМ СТРАТЕГІЧНОГО РОЗВИТКУ ФРАНЧАЙЗИНГОВОГО БРЕНДУ

Анотація

Вступ. Глобалізація та інтеграційні процеси орієнтують мережевих бізнес-суб'єктів на формування й розвиток єдиного сприйняття загальних корпоративних цілей і цінностей, створення й реалізацію єдиних

мережевих стандартів і технологій за допомогою формування системи знань про бренд. Бренд, побудований на дотриманні концепції взаємодії, спрямований на формування кола потенційних споживачів компанії, які мають подібну пізнавальну структуру, систему знань, подібні мислення, світосприймання й свідомість. Наявність цих подібних ознак у компанії мережевих бізнес-партнерів, покупців дозволяє об'єднати їх у групи, що мають єдину систему цінностей та високу лояльність до бренду. Саме тому науковий інтерес представляє розробка механізму стратегічного розвитку франчайзингового бренду.

Мета. Дослідження спрямовано на розробку теоретико-методичних аспектів формування стратегій розвитку підприємств, що функціонують на ринку франчайзингу з використанням технологій бренд-менеджменту.

Метод (методологія). Методологічною основою дослідження є сукупність наукових методів системного, діалектичного та порівняльного аналізу, що забезпечило всебічність дослідження розвитку франчайзингу в Україні. При дослідженні понятійного апарату бренд-менеджменту, стратегічного менеджменту, визначення стратегічних характеристик ринку франчайзингу в Україні застосовано такі наукові методи пізнання, як аналіз, синтез, наукові узагальнення, порівняння, групування, економіко-статистичного аналізу.

Результати. Розглянуто сутність та складові категорії «бренд», «стратегія бренду», «маркетинговий розвиток» визначено особливості управління брендом, обумовлені франчайзинговою діяльністю. Проведено стратегічний моніторинг ринку франчайзингу, визначено можливості та загрози, сильні та слабкі сторони, що складають основу для розробки стратегії розвитку франчайзингового бренду. Здійснено сегментацію ринку франшиз в сфері громадського харчування та торгівлі, що дозволило дослідити стратегії основних гравців на ринку франшиз. Запропоновано механізм стратегічного розвитку франчайзингового бренду з використанням положень теорії взаємодії та концепції мережевого маркетингу.

Ключові слова: підприємництво; франчайзинг; інвестиційний проект; бренд; стратегія розвитку бренду; партнерство, мережевий маркетинг.

JEL classification: M210, M310

Introduction

According to the survey of franchise controllers who are in the Ukrainian market for more than 4-5 years, modern franchising is characterised by the presence of a large number of market participants and superaturation of business models. Therefore, the intensification of mergers and acquisitions are expected, which, due to the scale effect, will increase the revenue of franchise market participants [1]. In addition, the feature of the modern domestic franchising market is the significant or even the most significant increase in popularity among Ukrainian consumers of Western brands due to their high quality [1]. Theoretical, methodological and practical aspects of strategic marketing, brand management are researched by such scholars as J. Barlow, P. Stewart, L. V. Balabanova, I. P. Mishuk, K. A. Mamonov, S. M. Makhnush, S. A. Starov, S. I. Kiyukov, Ye. V. Romat, I. S. Folomkina, O. M. Yastremskaya [1-9].

Theoretical, methodological and conceptual provisions of interaction and integration processes are investigated in the researches of Western and domestic scientists.

The concept of marketing relations has been investigated by A. V. Balabanits, T. A. Koval, V. P. Yakhkin, Shulzhenko L. E. [10-16]. The logistic concept of integration interaction is devoted to the studies of T. V. Stahl, Yu. B. Dobrosyuk [17]. Resource concept of integration interaction and resource-niche concept of integration interaction have become the subject of scientific research of V. S. Katkalo, A. A. Pylypenko [18], [19].

However, further research needs a mechanism for the strategic development of the franchising brand, using the provisions of the theory of interactions and network marketing.

Purpose and tasks of the article

The purpose of the article is to summarize theoretical and methodical aspects of the formation and development of brands in the field of franchising using strategic management tools and to provide the solutions for a number of tasks:

- to clarify the essence of such terms as «brand», «brand strategy», «marketing development», «franchising» in order to develop the author's definition of «the development strategy of a franchising brand»;
- to determine the peculiarities of brand management in the franchising sphere;
- to develop a mechanism for the strategic development of the franchising brand using the terms of the theory of interaction, which will facilitate the expansion of the franchising market in Ukraine;
- to explore the franchising market by identifying opportunities and threats, the strengths and weaknesses that make up the basis for brand developing strategy for the franchisor;

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- to conduct segmentation of individual business activities in the franchising market by indicators: volume of investments, initial payment, income, royalty, payback period, and to specify the franchising form that determines the functional and technological features of doing business and the formation of a brand development strategy.

The main research material presentation

The mechanism is a set of methods, principles, forms of management or a system of elements that govern the process of management. Franchising imposes its peculiarities on the formation of a mechanism for the strategic development of a franchising brand, since it combines organizational, economic and structural mechanisms as technical, administrative, informative, legal levers.

The conceptual basis of the strategic development mechanism of the franchising brand is the essence of such concepts as «franchising», «partnership interaction», «strategic partnership potential», «trademark», «brand», «brand development strategy». We are going to study all these concepts consistently.

Franchising is understood as a form of business organization, entrepreneurial activity, a kind of business cooperation in relation to the right to exercise certain activities. Franchising should be understood as «entrepreneurial activity, on the contractual basis, one party (a franchisor) undertakes to transfer to another party (a franchisee) for a fee for a specified period a complex of exclusive rights to use the mark for goods and services, brand name, services, technological process and / or specialized equipment, know-how, commercial information protected by law, as well as other contractual objects of exclusive rights (franchise)» [20, p. 102]. The process of a franchising network forming is influenced by external factors (opportunities and threats) and internal factors (strengths and weaknesses of franchising controllers), which form the content of the subject of strategic analysis. The objectives of a franchise network forming are obtaining benefits (profit, customer satisfaction); increasing in market share; gaining competitive advantages and stable development of all partners of the franchising network (Fig. 1).

Realization of franchising concept creates a number of advantages for a franchisor, a franchisee and a consumer. The competitive advantages for the franchisor are additional income; network development; increase awareness of the brand; strengthening of trust, reputation; development of the business concept. The competitive advantages for a franchisee are adding to a well-known brand based on a well-known trademark; successful business concept; simplified access to resources and competences; risk reduction; network support. The competitive advantages for the consumer are the observance of the same (high) quality level of all goods and services of the trademark of the franchise network; wide access to outlets; higher level of service; services with a greater degree of personal involvement by the franchisee.

The key concept of franchising is the term «brand». It is understood as «a set of system of material and non-material elements that reflects a certain image of the product in the mind of the consumer, which is expressed in the characteristics of the product, its design, name, method of advertising or other features that differentiate the product, providing the consumer with real and / or virtual, rational and / or emotional benefits» [7, p. 10]. Brand management is the «management of the brand's formation, support and development, aimed at achieving strategic goals and implementing long-term programs (creating and maintaining brand competitiveness, positioning, increasing consumer loyalty and brand strength) to increase the value of brand equity» [7, p. 31].

Taking into account the stage of the organization development, the strategy is a general plan to achieve the main goal of the enterprise, the methods and time of its achievement, as well as the system of assessment and degree of implementation of the goal. In this aspect, F. Joseph LePla, Suzanne V. Davis, and Lynn M. Parker define the brand development strategy as «an action plan to bring the company into line with the brand and to improve the company's work towards its consolidation, designed to gradually improve the impression, obtained by customers in conjunction with the company» [8, p. 134].

Consequently, according to the aforementioned, the conceptual aspects of forming the strategic development of franchising controllers' brand are partnership, interaction, strategic interaction potential [21-23]. In this aspect, Balabanets A.V., investigating the development of the company, emphasizes the use of the concept of marketing interaction and its key categories (marketing relations, the potential of marketing interaction). [10, p. 96]. According to A.V. Balabanets, the term «marketing development» from the point of marketing interaction, should be understood as «a certain complex of changes that determine the formation of a new market position of the enterprise, characterized by higher-quality marketing relationships, more perfect marketing interaction potential, more focused key marketing competence» [10, p. 96-97]. The priority levers for ensuring the strategic development of the franchising brand are the marketing potential of interaction, marketing relationships, key marketing competencies that are determined by the essence of the brand, and then develop all of them [10, p. 97]. The essence of the brand must be understood as the shortest possible expression of its idea, position and uniqueness, which is laid at the stage of brand formation and is a fundamental element of its further development (DNA brand), forms the marketing potential of interaction, marketing relations, key marketing competencies.

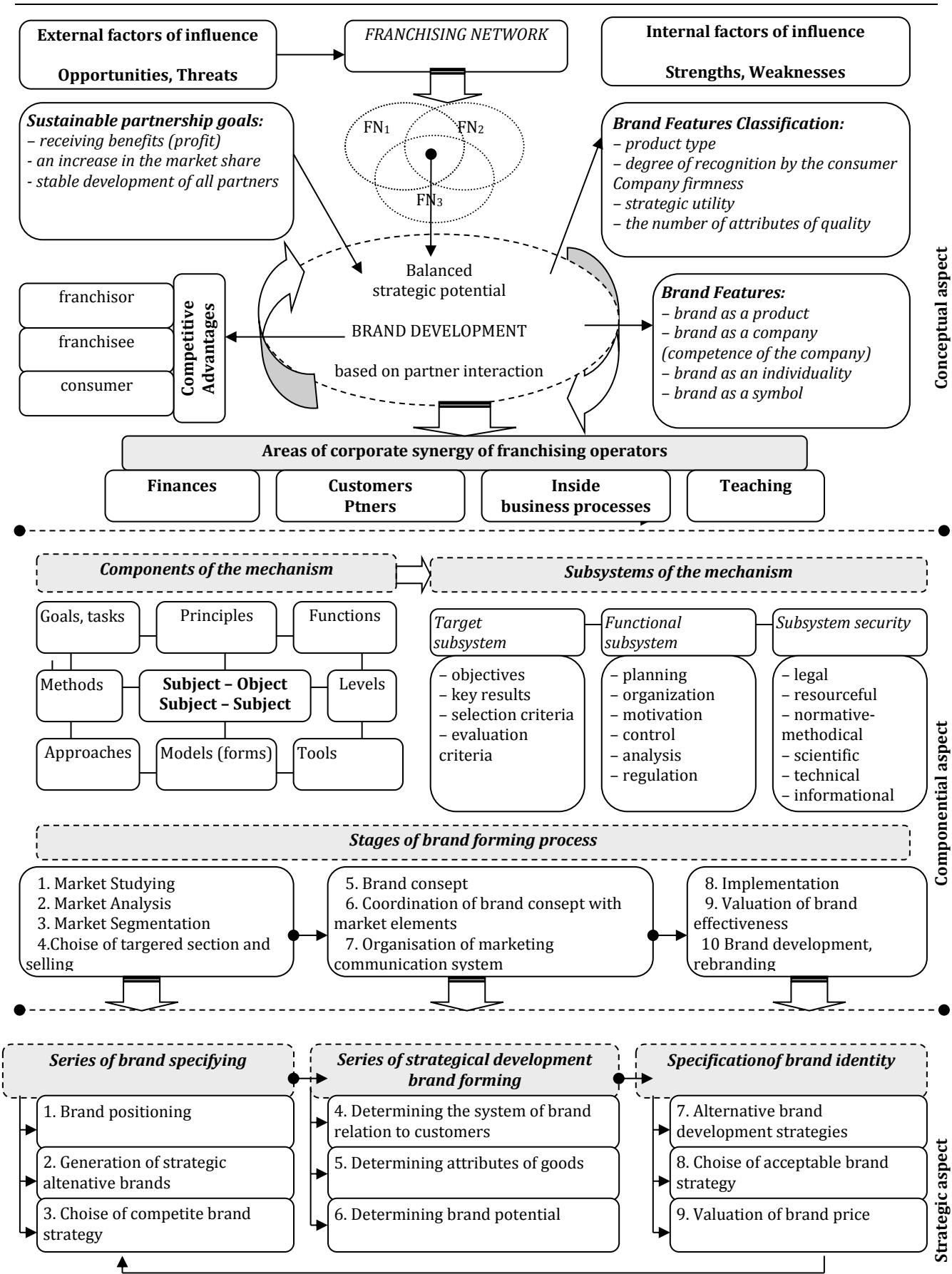


Fig. 1 The mechanism of strategic development of the franchising brand (author's development)

The structure of the strategic development mechanism of the brand consists of:

- the components of the mechanism: the mission, goals, objectives, principles, functions, methods, levels, relationships in the aspect of the subject – object and subject – subject;
- subsystem of the mechanism: target, functional, subsystem of provision;
- stages of the process and technology of pre-formation of the brand;
- stages of the process and technology of strategic brand development.

If we briefly explain the above-mentioned, then the special conceptual value acquires the relationship and interaction in the plane of the subject – the object and subject – the subject. In our opinion, with the formation and development of the franchising brand, we are talking about the interaction of partners (franchising operators, consumers) with each other in the social (people) and material and information sphere (resources, as means and objects of labor). At the same time as partners, it is expedient to consider as a franchisor, a franchisee, and consumers of the brand, which corresponds to the concepts of reflexive marketing, marketing interaction and network marketing.

Partnership, brand formation requires the use of target, functional and subsystem security implementation (Figure 1). Particular importance of the legal and regulatory framework of the trademark and brand are acquired.

Exploring the brand and speaking about the strategic aspects of its development, it seems appropriate in the case of successful implementation of the processes and technologies of pre-formation of the brand (components, classification trends of the brand), the development of its concept. The key aspects of the strategic development of the franchising brand are to achieve compliance between the actions of employees, the company and the promises of the brand; control of the awareness of all partners about the brand and its value. [3; 7 ;8]. Application of the presented aspects is carried out in the light of the following components of marketing: assortment policy; consumer needs and market share; pricing policy; sales policy and advertising; risks, increase in brand value

Let us consider some aspects of using the proposed mechanism of strategic development of the franchising brand in practice. The total number of franchisors in the Ukrainian market in 2016 is 565; 431 companies (77%) are actively expanding; 134 (23%) companies are new players looking for partners in the franchise business, using the opportunities of the franchising market in Ukraine [1; 24-26] (Table 1).

Table 1. Opportunities and threats of the franchise market in Ukraine [1]

Opportunities	Threats
1. Expansion of the market, including Europe and Asia	1. The imperfection of the legislative framework and taxation system
2. Increase the number of active Franchisees	2. Low level of development of bank lending
3. Dominance of domestic franchises (66%)	3. Incorrect implementation of economic and regulatory reforms in the state
4. The saturation of large cities with trading areas is lower than in Europe	4. Intellectual Property Violations
5. Putting into operation new shopping areas	5. Lack of presence on the market of foreign franchises (Western, Eastern Europe, USA, China), which limits the implementation of joint foreign projects
6. Reducing the level of vacant commercial real estate	6. Reducing the purchasing power of the population
7. Development of the Western region of Ukraine in the aspect of retail trade turnover (attractiveness of the region for Western European consumers (The Slovaks, The Hungary, The Poles)	7. Macroeconomic instability, illegal «black» imports
8. Stable demand for food and household services	8. Increasing competition in the market
9. Improvement of consumer confidence (growth of the corresponding CCI index = 57.1%) [1]	
10. Development of e-commerce and electronic payments	

In the field of franchising there is the use of outsourcing non-core business activities, which allows not to increase its own personnel and the number of operations [1]. Market participants focus on improving efficiency, optimizing costs, and using their other strengths in strategic development of the franchise brand (Table 2).

The results of the reseach show that franchising is the most actively developed in the field of catering and services in such countries as: the USA (80% of franchising business), France, Germany, Poland (Europe: 67%); Ukraine (23%). [24]. We will analyze the key elements of franchises in the example of the public catering sector, the segment of the «institutions of healthy eating» (Table 3, 4).

In order to attract investments, various franchise formats are presented on the market, which differ on such features as business model (delivery, city cafe, restaurant-restaurant, restaurant, cooking factory); investments (from 10 to 100 thousand USD); initial payment (from 3 to 10 thousand USD); royalty (3-5%); payback period (9-30 months).

Table 2. Strengths and weaknesses of franchising controllers in Ukraine

Strengths	Weaknesses
1. Reducing operational risks 2. Increase of strategic stability (in 5 years only 8% of companies leave the market) 3. Growth of the annual income of the vast majority of players (75%) of the franchise market 4. Active search of the Franchisee partner 5. Development of cooperation with regional suppliers 6. Introduction of new products, long-term planning, improving the market position; plans to improve market branding; increase efficiency by optimization [1, p. 14] 7. Safe service, convenience of purchase, innovation, flexibility, efficiency [1, p. 12] 8. Stabilization or a slight increase in the average sales per customer [1, p. 16] 9. Increase the level of reselling [1, p. 17]	1. Lack of market presence 2. Limited availability of funds for lending 3. Uses of domestic franchises with prepayment and royalties in the national currency 4. Franchises with minimum use of resources in hard currency and foreign imports 5. Violation of contractual obligations 6. Absence of entrepreneurs experience in franchising

Table 3. Commercial and economic indicators of franchises in the segment «Establishments of healthy eating» (as of the end of 2017) [24]

Company name (brand), business format	Investments thous USD	Initial payment thous. USD	Royalty, %	Payback period month	Area locationm ²
NTP (New Tasty Place)					
- format «To-Go»	18 - 20	3	3	9 - 12	8 - 10
- format «City Cafe»	25 - 50	5	3	12 - 18	50 - 100
FoodEx					
- format «Fast food delivery»	10	2,5 - 3,5	5	12	120
Vegano Hooligano Family					
- format «City food»	20	7	5	24 - 30	50 - 100
- format «Rest-cafe»	30	8	5		120 - 150
- format «Restaurant»	50	10	5		150 - 190
- format «Culinary Factory»	100	20	5		200 - 250

A feature of the franchising brand is the synergy of its development due to the combination of the uniqueness of each particular franchisor's brand and comprehensive support for such aspects as: trademark, brandbook, miscalculation of the financial model, recruitment, design project, personnel training, technological maps, author's teaching methods, contacts vendors, software CRM program, personal manager, support at all stages of launch, marketing support, launch team, franchise support for the duration of action says [1]; [24]; [25].

Thus, for players of the franchising market, the brand-orientation of the company becomes strategically important, as the orientation of management for the creation, development and support of brand identity in cooperation with target clients for obtaining additional competitive advantages in the form of brands [9]; [26].

In this aspect Romat Ye.V. notes that «in addition to marketing, brand communication also includes managerial vertical and horizontal relationships in the brand management system, communications of brand owners with stakeholders, competitors» [6, p. 17].

Conclusions and prospects of further exploration

According to the results of the research, the author's understanding of the term «franchising brand development strategy» is proposed. It should be understood as a complex of purposeful, long-term, interrelated actions characterized by functionality, flexibility, interdependence with the external environment and characteristics of franchising controllers, the structure of the franchising network that affects formation and increase of the unique brand offer, formation and use of brand capital, increase of its value in order to form the strategic benefits from the interaction of all network participants and consumers.

The feature of strategic brand management in the field of franchising is the interconnection and interaction of consumers and network members that simultaneously form a brand and develop it. In the field of franchising, the brand-oriented network is based on the strategy of developing and maintaining its own corporate brand and its own brands.

According to the proposed mechanism, the basis of the strategic development of the franchising brand is the mission (promise) of the brand, the brand values (common to the values of consumers); behavior «in the brand» as business partners and consumers; brand integrity; service oriented brand [3, p. 202]. Taking into account the results of the generalization of the strengths, opportunities and threats of franchising controllers, on the basis of the structuring of the franchising sphere, we have drawn the conclusion that there is a competition in the «healthy eating» segment, and the company uses such features as uniqueness and quality of services, client orientation for the promotion of its brand, promotion of a healthy lifestyle and social responsibility.

Table 4. Brand characteristics of franchising controllers and recommended strategies for their development (compiled by the author on the basis of [1])

Company	Brand Concept	Business summary	Benefits of business, brand
NTP (New Tasty Place)	Powerful food without fanaticism "food for every day"	<ul style="list-style-type: none"> - cooking dishes without using semi-finished products (only fresh) - minimal processing of products and ingredients - serving guests as a waiter (friendly service) - open cocktail lounge or open kitchen - format «to go / take away» 	<ul style="list-style-type: none"> - minimal investments and payback periods in their segment - premium quality products at affordable prices - professional equipment - modern design, author's furniture - verified, successful business model - broad target audience
<i>Recommended brand development strategy:</i>		Product differentiation with respect to price / quality ratio and consumer value (health improvement, friendly service)	
Vegano Hooligano Family	Assistance to society to provide support to green and stable consumption	<ul style="list-style-type: none"> - at the level of functional values, the brand distinguishes a palette of tastes in the menu and an affordable price - recipes of the company – this «world veggly hits the practice of corporate brand chefs» 	<ul style="list-style-type: none"> - a free niche - trend in the whole world - the brand is aimed at creating value in the form of improving the health of preserving the life of the planet and giving the animals freedom - the menu consists exclusively of vegetable raw materials
<i>Recommended brand development strategy:</i>		Differentiation of the product (vegetarian cuisine), participation in social projects (improvement of health, preservation of the planet)	
FoodEx	Healthy food is a new trend in the public catering market	<p>A delivery service of healthy, delicious 5 meals a day according to the menu:</p> <ul style="list-style-type: none"> - dietitian; -chef; -fitness trainer. <p>Results: weight adjustment, balanced nutrition, time saving, smart-lunch in the office, disease prevention</p>	<p>A comprehensive approach to solving overweight problems:</p> <ul style="list-style-type: none"> - correction of the figure - improving health and quality of life; - development of new nutritional habits; - an order to sport as an integral part of a healthy and happy life.
<i>Recommended brand development strategy:</i>		Fixing in the market due to uniqueness (mobility) of services; cooperation with medical, sporting institutions, institutions of beauty industry	

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