

Factors influencing entrepreneurial team (ET) performance in education and childcare franchise: case of Malaysia

Education and
childcare
franchise

Lim Xtn Yi and Filzah Md Isa

School of Business and Law, Taylor's University, Subang Jaya, Malaysia

Shaista Noor

Fatima Jinnah Women University, Rawalpindi, Pakistan, and

Leilanie Mohd Nor

Bina Pavo Family Business Institute, Selangor, Malaysia

Received 9 May 2021

Revised 8 July 2021

5 October 2021

Accepted 23 October 2021

Abstract

Purpose – Over these recent years, increasing studies have found a higher propensity of firms founded by entrepreneurial teams (ETs) for continuous operation and high performance, compared to firms single-handedly created by an entrepreneur. In spite of the emerging significance of ETs, the number of related studies remains inadequately low, particularly within the context of franchise firms. Therefore, this study aims to explore the factors that influence the ETs' performance in the Malaysian education and childcare franchise system using a qualitative approach.

Design/methodology/approach – Qualitative Research Strategy has been adopted and 27 ET leaders participated in this study to get the holistic view of factors influencing the entrepreneurial team (ET) performance in education and childcare franchise in Malaysia.

Findings – The results highlight the factors (team leadership, team training, team diversity, team processes, team confidence and team mental models) influencing the entrepreneurial team (ET) performance in education and childcare franchise in Malaysia.

Originality/value – The present study may help to provide useful information to policy makers, which enable them to formulate the strategies franchise ETs performance in Malaysia. As this study provides insight of factors that have an impact on ET performance. A best practice model for education and childcare franchise ETs' performance is designed.

Keywords Performance, Malaysia, Childcare, Education, Entrepreneurial team, Entrepreneurship and small business management, Franchise

Paper type Research paper

Introduction

In the history of entrepreneurship, an entrepreneur has often been portrayed as a lone hero (Bjornali *et al.*, 2017; Diakanastasi *et al.*, 2018). Most early work on entrepreneurship research has tended to focus mainly on solo entrepreneurs, taking individual entrepreneurs as the unit of analysis (Nowell and Timmermans, 2018). More recently, entrepreneurship scholars have repeatedly stressed that entrepreneurship is a highly social endeavour (Cooney, 2005; Misganaw, 2018). For instance, Gartner *et al.* (1994, p. 6) noted within the special issue on "Finding the Entrepreneur in Entrepreneurship", "the 'entrepreneur' in entrepreneurship is more likely to be plural, rather than singular. The *locus* of entrepreneurial



activity often resides not in one person but many". This means that the "entrepreneur" was treated as a singular entity and acknowledged as a plural entity, namely, an ET (Cooney, 2005; Khan, 2017).

There has been considerable consensus that a considerable number of new ventures are created, managed or led by more than one individual, comprising ETs (Lazar *et al.*, 2020). Further, empirical evidence is mounting that firms founded and led by ETs are more likely to survive and perform better than those founded by lone entrepreneurs (Bolzani *et al.*, 2019; Diakanastasi *et al.*, 2018; Schoss *et al.*, 2020). This arguably reflects the importance of ETs to both scholars and practitioners. As such, researchers have begun to select ET that comprises one leader and multiple team members as the unit of analysis (Box and Segerlind, 2018; Diakanastasi *et al.*, 2018; Khan, 2017). This is also the case for this research study.

The literature review noted that little attention had been given to ETs within the franchising context. This lack of study may occur partly because franchising is typically designed and built around uniformly replicating standardised business format, which is often viewed as the antithesis of entrepreneurship (Clarkin and Rosa, 2005; Dada *et al.*, 2012). The term "standardisation" entails developing work patterns that are constantly applied and adhered to, with the essence being to minimise variance in operations. Therefore, fostering entrepreneurial behaviour in franchised outlets may be considered worlds apart from the standardisation and uniformity requirements on which franchise system is built. It has led to much controversy on how entrepreneurial behaviours can thrive within this organisational form. As Blair and Lafontaine (2005) suggest:

Perhaps because of an apparently uniform and highly constrained context, the potential for entrepreneurship has often been considered inherently illegitimate; and therefore, overlooked within franchise firms.

Hence, owning a franchise is often the antithesis of entrepreneurship, and many have questioned how entrepreneurial behaviour can thrive within the franchising context. These characteristics of franchising make franchising a unique context for entrepreneurial activity and constitute reasons that justify the importance to examine entrepreneurial teamwork within franchising firms.

Following the above discussion, a question arises: "Can the context of franchising be viewed as one that supports entrepreneurial teamwork?" (Clarkin and Rosa, 2005, p. 327). One perspective of entrepreneurial teamwork within franchising firms is the presence of entrepreneurial teams (ETs). As of to date, there have been relatively few studies (Bouse, 2017; Clarkin and Rosa, 2005; Flint-Hartle and de Bruin, 2011) that have explored this research area. Though, taken together, these studies have suggested the prevalence of ETs in franchising firms, thereby confirming that the use of ETs has a positive impact on franchise system performance. However, while some efforts have been made to investigate franchise ETs, there is still a significant gap in the empirical research on franchise ETs. The literature review particularly shows that entrepreneurial teamwork within franchise firms in the Asian context, particularly Malaysia, remains underexplored. There has been increasing research calls for further studies on franchise entrepreneurial teamwork. As such, the topic of entrepreneurial teamwork within the context of franchising merits more investigation.

The history of franchising in Malaysia can be traced back to at least the 1930s by introducing product distribution franchises such as Singer Sewing Machines, petrol kiosks such as Shell and Esso and automobiles via the Wearne Brothers. Until today, with continuous governmental support, the Malaysian franchise industry is continuously achieving healthy growth where the industry contributed RM 30.3bn to the country's GDP in 2018 and is expected to contribute RM 35bn to the country's GDP in 2020 (Franchise

sector to provide RM35b to GDP, 2018). As of February 2020, 954 franchise businesses involving various sectors were registered under the Ministry of Domestic Trade and Consumer Affairs (Ministry of Domestic Trade and Consumer Affairs, 2020), with the food and beverages sector remaining top in the franchising industry, commanding around 42% of the franchise market share. Trailing behind the food and beverage sector are the education and childcare sector and services sector, each accounting for 11% of the entire franchise industry.

There are various motivations for choosing the franchising industry, particularly the education and childcare franchise sector, as the study context. First, for a theoretical reason, franchising represents an underresearched area in the ETs literature. Second, while franchising is typically considered an ideal business concept, there is now a critical mass of academic literature internationally to demonstrate that failure rates in the franchise sector are very high (Buchan *et al.*, 2015). In Malaysia, research on the Malaysian franchise industry reveals that nearly 40% of Malaysian franchises in diverse industries, including education and childcare franchises, failed to sustain their business operations (Md. Isa *et al.*, 2012). One of the reasons is the failure of franchised outlets, which jeopardises the survival of the franchise chain. Considering entrepreneurial teamwork is crucial to franchise system performance, exploring factors that influence franchise ETs' performance would be necessary. Third, the education and childcare franchise is chosen in this study as it represents an effective medium to develop human capital in the nation. However, in spite of the importance of education, the number of education and childcare franchises is still minimal, with only 97 brands than the amount of food and beverages franchising that reached 398 brands.

Furthermore, the demand for education and childcare services is expected to grow following government initiatives to set up daycare centres in all government agencies and departments in the forthcoming years. However, based on a census done by the Malaysian Statistics Department, the current number of 4,302 registered childcare centres is insufficient to cater to children and family's needs (Malaysia needs more childcare centres, 2018). There are now 7.51 million of the population under 14 (Department of Statistics, Malaysia, 2021). It is a sizable target market for education and childcare franchises. Considering the interest in education and childcare franchises grows, and the importance of franchising in education is more noticeable, few studies are still conducted in this sector.

The above discussion marks the starting point of the present study, which seeks to explore the factors that influence franchise ETs' performance. As Clarkin and Rosa (2005, p. 326) pointed out, ETs "are clearly vital to good performance, but the precise entrepreneurial mechanisms and their effects on performance remain obscure". This statement highlights the significance of the present study. Given these, it may be a fruitful journey to research the domain of ETs in franchising further.

This paper is structured as follows. The next section contains a literature review on the concept and past studies on ETs, particularly franchise ETs. Then, the research methodology is introduced. The research findings and discussions follow this. Finally, this paper concludes with its theoretical contributions, practical implications, limitations and suggestions for future research.

Literature review

Existing studies on entrepreneurial teams

To reiterate, the objective for undertaking the present study is to uncover the factors that influence franchise ETs' performance. As previously discussed, few studies (Bouse, 2017; Clarkin and Rosa, 2005; Flint-Hartle and de Bruin, 2011) confirm the

prevalence and the positive impact of ETs on franchise performance. Because ETs are important to franchise performance, they deserve special attention as a unit of analysis. However, this area of study remains in its infancy. In particular, a significant gap existed regarding the factors that influence franchise ETs' performance, and thus, this triggered the need to review the prior, relevant literature. As Snyder (2019) noted, "building research on and relating it on existing knowledge is the building block of all academic research activities, regardless of discipline" (p. 333). Hence, by reviewing relevant literature and theories, the literature review creates a solid foundation for advancing the research on franchise ETs (Webster and Watson, 2002). In the following, past studies on ETs are presented to pave the way for this study. First, a literature review reveals that much of the early research on ETs is heavily influenced by upper echelon theory (Hambrick and Mason, 1984) from the top management teams (TMTs) literature. As such, the terms "TMTs" and "ETs" have often been used interchangeably in the literature indicating conceptual confusion in the field (Huovinen and Pasanen, 2010). Research suggests that ETs differ significantly from TMTs in many ways (Huovinen and Pasanen, 2010; Jin *et al.*, 2017). TMTs are usually "related to a particular role individual have in the venture", while ETs "characterise a behaviour of the team" (Nowell and Timmermans, 2018, p.133). Further, Huovinen and Pasanen (2010) argued that the organisational structure, nature of works and operating procedures of ETs differ greatly from TMTs. As such, concepts and findings from studies conducted on other organisational teams are not always transferred well to ETs. As stated by Foo (2011, p. 43), "findings from organisational team research must be extrapolated with caution when applied to new venture teams". Ignoring the differences between these teams may reduce the effectiveness in creating and managing a high-performing ET.

Second, the review on past studies on ETs demonstrates that in spite of there is a growing amount of research on ETs, most studies, to date, generally focused on the role of team composition on venture performance without considering the interaction effects of mediating and moderating factors such as team processes and emergent states (Ben-Hafaïedh, 2017; Bjornali *et al.*, 2017; Misganaw, 2018). This might be because entrepreneurship academics have favoured emulating strategic management researchers by stressing the main effects from secondary data to examine team-level phenomena. However, examining team-level mediating mechanisms typically requires the collection and analysis of primary data (Diakanastasi *et al.*, 2018). Nonetheless, these studies have contributed significantly to ETs research and lead us to an improved understanding of what influences ETs' performance. A few studies have recently started to explore the effects of mediating/moderating variables on ETs' performance. For instance, studies (Khan *et al.*, 2015; Schoss *et al.*, 2020) have confirmed that it is essential to consider team dynamic processes' overall impact on trust, conflict and cohesion on ETs' performance.

Third, although scholars (Ben-Hafaïedh, 2017) have begun to acknowledge the vital role of context in ETs research, the study still lags in terms of research devoted to it. For instance, Ben-Hafaïedh (2017) notes, "contexts can also be embedded so as to classify the ET. This is notably the case for family social, academic, women entrepreneurship, business groups, franchises, and so on". In a similar vein, Misganaw (2018) argued for the need to typify the ETs, mentioning that "considering or treating those different types of ETs as if they are the same; first, does not seem logical, and second, constraints the development of a broader theory of ETs" (p. 371). It is consistent with Kamm *et al.*'s (1990) suggestion to acknowledge and explore the differences between different types of ETs. Indeed, enormous differences among ETs have been identified and documented in the extant literature, for instance, team composition in terms of age, ethnicity, race and sex; team size in terms of the

number of members; the ways can the team members be arranged within the team; the timing of members joining the team; their communication pathways; and so forth.

Summarising the above research gaps, the present study bridges the gaps in ETs research by focusing on the franchise ETs, one of the typologies of ETs suggested by [Ben-Hafaïedh \(2017\)](#). Therefore, the starting point for this research is to explore several factors that will affect franchise ETs' performance.

Entrepreneurial teamwork within franchising

The concept of entrepreneurial teamwork has caught the attention of academics and researchers in the field of entrepreneurship as a body of research suggests that most new ventures are team-based and tend to perform better than their solo counterparts ([Lazar et al., 2020](#); [Schoss et al., 2020](#)). The prevalence of entrepreneurial teamwork in different organisational settings and industries (i.e. family business, high-tech settings, academic spin-off, start-up incubator) is well documented in the prior studies. Nevertheless, as evidenced from the literature review, aside from few studies ([Bouse, 2017](#); [Clarkin and Rosa, 2005](#); [Flint-Hartle and de Bruin, 2011](#)), existing scholarly literature on the existence and effects of entrepreneurial teamwork within franchising context is still relatively limited ([Ben-Hafaïedh, 2017](#)). This lack of study may occur because franchising is seldom viewed as a context in which entrepreneurship is possible. However, much of these works ([Bouse, 2017](#); [Clarkin and Rosa, 2005](#); [Flint-Hartle and de Bruin, 2011](#)) confirmed entrepreneurial teamwork's prevalence and positive effect on franchise system performance.

One of the significant studies on entrepreneurial teamwork within the franchising firms is Clarkin and Rosa's (2005) study entitled "Entrepreneurial Teams within Franchise Firms". Using quantitative analysis of secondary data from 1,201 North American franchises and in-depth interviews, the study found evidence of entrepreneurial teamwork within franchising firms. The findings revealed that in addition to cooperation among franchisors and their respective franchisees, entrepreneurial teamwork could be created through nested teams of various forms such as area directors and master franchisees; and multi-unit franchising (MUF).

Earlier research by [Kaufmann and Kim \(1995\)](#) revealed that the presence of area franchising and master franchising suggests the potential exists for entrepreneurial teamwork within the context of franchising, and their presence was positively associated with franchise system growth. In addition, the study conducted by [Kaufmann and Dant \(1996\)](#) in the USA justifies the creation of franchisee-owned minichains as an efficient method of securing both rapid system growth and system-wide adaptation to competition, and the presence of franchisee-owned minichains suggests the prevalence of franchise ETs. Furthermore, [Shane and Hoy \(1996\)](#) revealed that ETs created through MUF were positively associated with franchise system performance.

As [Flint-Hartle and de Bruin \(2011\)](#) reported, real estate franchisees often use a team approach to enhance their business effectiveness. The primary justification provided to explain the advantages of the entrepreneurial team is based on the idea that this team may have a greater diversity of expertise and competencies to draw. By using the input of others in their businesses, real estate franchisees can grow business competencies in ways beyond their capabilities. In a recent study, [Bouse \(2017\)](#) claims that franchising represents an ET between two dissimilar entrepreneurs, the franchisor and the franchisee. Based on the above discussion, the primary literature on franchise ETs is depicted in [Table 1](#).

Definition of franchise entrepreneurial teams

The literature review has proven that the definition of ET by [Kamm et al. \(1990\)](#) is the most frequently used literature ([Cooney, 2005](#)). In their study, [Kamm et al. \(1990\)](#) define ET as:

MRR

two or more individuals who jointly establish a business in which they have an equity (financial) interest. These individuals are present during the prestart-up phase of the firm before it actually begins making its goods or services available to the market (p. 7).

This definition, however, does not fit the purpose of the present study which will focus on ETs in the franchise sector, as their definition of ET posed specific requirements where it:

- assumes that all partners have equal equity interest;
- specifies the number of individuals being the founders of a business (at least two individuals); and
- excludes consideration of the new members who potentially join the team later after the founding phase.

Reflecting Clarkin and Rosa's (2005) study entitled "Entrepreneurial Teams within Franchise Firms", the present study draws on the definition of an ET from [Clarkin and Rosa \(2005\)](#). They suggest that an ET consists typically of "one entrepreneurial individual with the qualities to envision and create the business, while other team members accept subordinate management roles, merely assisting with the overall running of the business" ([Clarkin and Rosa, 2005](#), p. 304). This definition possesses flexibility in terms of team membership, team size and new member addition. This definition is deemed appropriate for the conceptualisation of franchise ETs created through MUF as it consists of one entrepreneurial individual (herein refers to the multi-unit franchisee) with selected team members who are gradually hired to operate and run the franchise units.

Theoretical framework

As previously stated, although much progress has been made in ETs, the literature review showed that much of the studies have relied upon prior findings in other contexts, and scholars have often applied theories from other research disciplines ([Harper, 2008](#); [Misganaw, 2018](#)). Regarding theory, the literature review shows that while most empirical studies did not directly describe the use of a specific theory, the remaining articles adopted either one or multiple theoretical perspectives ([Bolzani et al., 2019](#)). The resource-based view (RBV), upper echelon theory and team performance theory were commonly used theories. In the present study, the theoretical framework came from the RBV theory.

Table 1.
Key literature on
franchise ETs

Authors	Year	Key findings
Kaufmann and Kim	1995	The presence of area franchising and master franchising suggests the potential exists for ETs within the context of franchising, and their presence was positively associated with franchise system growth
Kaufmann and Dant	1996	The presence of franchisee-owned mini-chains suggests the prevalence of franchise ETs
Shane and Hoy	1996	The presence of ETs created through MUF was positively associated with franchise system performance
Clarkin and Rosa	2005	In addition to cooperation by franchisor and franchisees, ETs can be created through nested team of various forms such as area directors and master franchisees, and/or multi-unit franchising (MUF)
Flint-Hartle and de Bruin	2011	Real estate franchisees often use a team approach to enhance their business effectiveness
Bouse	2017	Franchising represents an ET between two dissimilar entrepreneurs, the franchisor and the franchisee

Resource-based view theory

In recent years, there has been a growing body of research leveraging the RBV tenets to understand the determinants of entrepreneurial venture performance (Kellermanns *et al.*, 2014). The theory adopts an inward approach by focusing on a firm's internal strengths and weaknesses (Barney, 1991; Penrose, 1959; Peteraf, 1993). Mainly, it helps explain under which conditions that resources possessed by a firm can generate sustained competitive advantages (Barney, 1991). RBV suggests that if a firm is to achieve sustained competitive advantages, it must possess bundles of strategically relevant resources and capabilities (Barney, 1991) that are "valuable, rare, imperfectly imitable, and non-substitutable". Although RBV is often presented as the "theory of the firm", it does not mean RBV can be only applied in a firm-level context. Indeed, there have been several studies adopting RBV in the team context.

In the field of ET, it has been suggested that there is a growing number of empirical studies adopting the RBV theory as a theoretical framework (Discua Cruz *et al.*, 2013) because of its ability to explain why specific teams outperform the others based on the differences in type and nature of resources possessed by the teams and their ability to translate the resources into capabilities. Following RBV, these scholars have argued that ETs are heterogeneous in terms of their resources and capabilities, and this heterogeneity is the source of competitive advantage. In line with this theorising, the extant studies on ETs acknowledged the critical role of both generic and specific assets (e.g. financial, social and human capital) an individual brings to an opportunity. Together, these studies suggest that heterogeneous ETs in various entrepreneurial, technical and managerial human capital can improve performance. RBV can be thought of as a more compelling theory to explain performance differences.

Therefore, the RBV theory is an appropriate theoretical framework in studying ET performance as it can help explain how various factors, in terms of resources and capabilities, affect ET performance.

Methodology

As franchise ETs is a subject that has received little attention, an exploratory, qualitative research method is used in this study. An exploratory case study is adopted to address the research objectives as it is suitable for areas where theory is not yet well developed (Eisenhardt, 1989).

Sample

To gain a comprehensive understanding of ETs developed through MUF arrangements in the franchising business system, this study used a single-case design focusing on an education and childcare franchise in Malaysia. The single-case design is chosen because of its potential in allowing the researcher to extract rich and in-depth data (Perrigot *et al.*, 2013). Furthermore, although focusing on a single franchised organisation in a particular industry and country limits the external generalisability of the research findings, it helps to enhance the internal validity of the research findings (Davies *et al.*, 2011), which can subsequently be replicated in other franchised organisations operated as ETs.

The case company is one of Malaysia's most extensive education and childcare franchises, with over 1,000 franchised outlets scattered throughout the nation. The case company is a relevant setting to study franchise ET as it is an excellent example of a team-based franchise business model in Malaysia. The company shifted from a traditional franchising system to a team-based structure starting in early 2010 and operates using the concept of "nested entrepreneurial team" (Harper, 2008). The franchisor acts as the lead

entrepreneur, and franchisees act as the sub entrepreneurs. For this study, the central unit of analysis is the sub-ET consisting “[one] entrepreneurial individual [franchisee] with a supportive team [who] accept subordinate management roles, merely assisting with the overall running of the business” (Clarkin and Rosa, 2005, p. 304). ETs were selected using purposive sampling as it allows the researcher to obtain information from a specific target group (Neuman, 2014). Thus, to identify the participants, the following selection criteria have been applied:

- The sub-ET leaders owned and operated at least two franchised outlets to fit the representation of MUF as franchise ET was created through MUF.
- A team comprises at least three members because of the recommended minimum team size by Jackson *et al.* (1991).

Based on the purposive sampling, 139 ET leaders were qualified. However, only 27 agreed to participate in the study. Ethical approval was obtained from Taylor’s University Ethics Committee, and site approval was received from the case organisation. Then, the researchers were introduced to the research participants. Before the interview session, informed written consent was received from each participant. To ensure the confidentiality of the research participants, the names of the 27 ET leaders have been concealed and known as 27 cases. Table 2 gives an overview of the characteristic of the ET leaders.

As depicted in Table 1, the participants of this study consisted of 27 ET leaders who owned multiple outlets within the above-mentioned education and childcare franchise system. The participants tend to be female-dominated, where 19 out of 27 participants were female. From Figure 1, it has been noticed that there is no correlation between years of practising ETs and the number of outlets. For instance, in Selangor, while both ETL 26 and ETL 27 practised the ET concept for two years, one owns ten outlets, and the other owns only one outlet. It can be concluded that there is a considerable variation in this ET performance. Hence, this triggered the researchers’ interest in uncovering factors contributing to the performance differences between these teams through a qualitative study.

Primary data was collected from 27 sub-ET leaders through the semi-structured interview as it allows the researchers to obtain focused, in-depth information about the cases under investigation. The data collection process was completed during five months. To ensure consistency in the data collected, a semi-structured interview protocol will guide all the interviews. A series of open-ended questions were used to probe the interviewee to elaborate further on the initial response. The critical questions covered during the interview included: What factors contributed to the team’s performance? How did the factors influence the team’s performance?

Method of analysis

This is an exploratory study conducted in an area where not many studies have been done, so qualitative data was analysed through content analysis. Following the qualitative content analysis process guidelines described in Elo and Kyngäs’s (2008) study, the audio recordings were first transcribed into Microsoft Word. Then, the interview transcripts were read word by word repeatedly to obtain familiarity with the texts and a general understanding of the content. Subsequently, the qualitative data was transferred into ATLAS.ti qualitative data analysis software to aid the researchers during the process of data analysis. Deductive reasoning was used to aid the data analysis process. As quoted in Fletcher and Arnold (2011), Gibbs (2007) mentioned, “It is very hard for analysts to eliminate

Education and
childcare
franchise

Case	Location	Age	Gender	Year(s) of practicing entrepreneurial team	No. of outlet(s)
ETL1	Johor	51	Female	8	12
ETL2		47	Male	3	4
ETL3		47	Female	2	10
ETL4		46	Female	2	1
ETL5	Kuala Lumpur	39	Female	6	12
ETL6		48	Female	6	4
ETL7		47	Female	3	7
ETL8		31	Female	2	3
ETL9	Melaka	42	Male	11	14
ETL10		45	Female	11	6
ETL11		39	Female	11	14
ETL12		40	Male	8	4
ETL13		50	Female	10	6
ETL14		39	Female	5	4
ETL15		39	Female	1	4
ETL16	Negeri Sembilan	41	Female	5	5
ETL17		55	Female	3	5
ETL18	Perak	33	Male	8	3
ETL19	Sabah	32	Female	1	4
ETL20	Sarawak	43	Female	7	13
ETL21		50	Male	8	22
ETL22	Selangor	43	Female	8	22
ETL23		32	Male	7	12
ETL24		38	Male	5	4
ETL25		32	Female	5	3
ETL26		29	Male	2	10
ETL27		30	Female	2	1

Table 2.
Summary of
participants'
background

Note: ETL, entrepreneurial team leader

all prior frameworks completely [...] inevitably qualitative analysis is guided and framed by pre-existing ideas and concepts” (p. 45).

In the present study, both open coding and axial coding were used. During the first phase of data analysis, open coding was used to allow the researchers to examine the raw textual

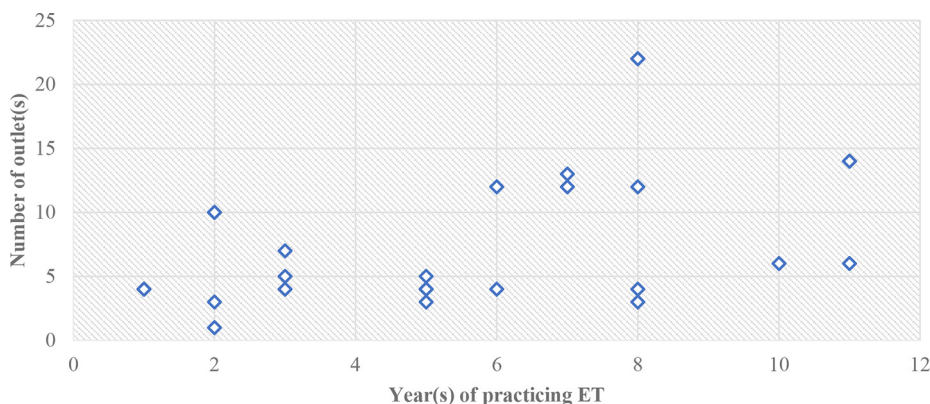


Figure 1.
Correlation between
years of practicing
ETs and number of
outlets

MRR

data line by line to identify codes. During the coding process, some “open codes” were developed using either the vocabulary used by the participants or “literature-based codes” using the vocabulary from the extant literature (Barringer *et al.*, 2005; Diakanastasi *et al.*, 2018). Then, similar codes were grouped into higher order categories. Consistent with the literature review, the subcategories found include team composition, team leadership, team training, transition processes, action processes, interpersonal processes, team confidence and team mental models. These subcategories were then regrouped into three categories: input factors and mediator factors, which consist of both team processes and emergent states. Then, axial coding was used during the second phase of the data analysis process. Relationships between different categories were sought and viewed in light of the extant kinds of literature.

Results

Table 3 shows the main result of empirical analysis. The number of participants who mentioned a specific theme, irrespective of the frequency each participant mentioned a particular theme, was reported at the end of Table 2. This method of frequency analysis was chosen as it allows for a clearer and unbiased perception of data. Then, following the Ilgen *et al.*'s (2005) IMO model,

Case	Team inputs			Team processes			Emergent states	
	Team composition	Team leadership	Team training	Transition	Action	Interpersonal confidence	Team confidence	Team mental model
ETL1			/					/
ETL2	/	/	/	/			/	/
ETL3				/	/			/
ETL4	/	/	/			/	/	
ETL5	/	/		/	/			/
ETL6	/				/			
ETL7			/					
ETL8	/	/				/		/
ETL9		/	/				/	/
ETL10			/			/		/
ETL11			/					
ETL12	/			/				
ETL13	/		/		/	/		/
ETL14		/	/			/	/	/
ETL15			/					/
ETL16			/		/			
ETL17				/		/		
ETL18		/	/					/
ETL19	/		/		/			
ETL20	/	/		/	/	/		/
ETL21				/				/
ETL22	/		/			/		
ETL23	/		/	/			/	
ETL24		/	/					
ETL25		/					/	/
ETL26			/				/	/
ETL27	/	/	/		/			
Total	12	11	18	8	8	8	7	15

Table 3.
Factors that influence franchise ETs' performance

Note: ETL, entrepreneurial team leader

common themes were regrouped into three categories: those related to input factors (team composition, team leadership and team training), and the mediator factors, which consist of both team processes (transition processes, action processes, interpersonal processes) and emergent states (team confidence, team mental models). Figure 2 gives an overview of the conceptual framework.

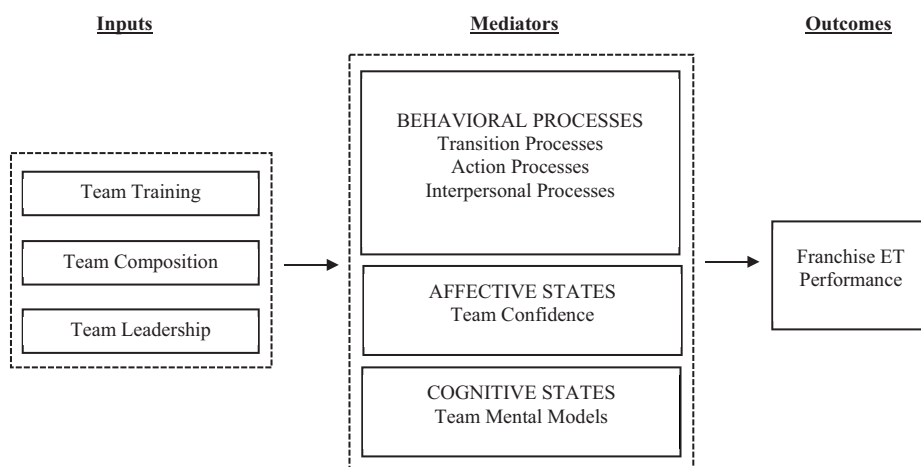
Discussion

The present study sought to explore the factors that influence franchise ETs' performance. As illustrated in Figure 2, the findings indicate that factors such as team composition, team leadership, team training, team processes (transition processes, action processes, interpersonal processes) and emergent states (team confidence, team mental models) play a critical role in influencing franchise ETs' performance. The following discusses each of these factors.

Theme 1: team composition

From the ET leaders' viewpoint, the participants agreed that the composition of ETs has a significant impact on franchise ETs' performance. Indeed, in spite of the contradictory findings of the extant ETs literature, scholars have repeatedly identified that team composition is a critical factor in achieving ETs' performance. Like other teams, franchise ET usually comprises multiple members varying on both surface-level (e.g. age, gender, race and ethnic group) and deep-level characteristics (e.g. personality, knowledge, values, skills and abilities). Hence, selecting the right set of individuals is therefore essential to maximise team performance. Some of the comments include:

I think building a team with the right people is crucial for the team success. Working in a diverse team can bring about advantages. It brings different talents together. However, it is also a big challenge to manage such a diverse team (ETL 2).



Note: ET, entrepreneurial team
Source: Author's interpretation

Figure 2.
A conceptual
framework on factors
influencing franchise
ETs' performance

I prefer to have members from diverse backgrounds often provide support to others in completing tasks (ETL 8).

Theme 2: team leadership

Another theme that emerged from the interview was team leadership, where team leadership was regarded as a significant factor influencing franchise ETs' performance. The existence of lead entrepreneur in ETs are well documented in the existing literature. In discussing team leadership, some of the ET leaders commented:

Having good team leadership is crucial. With good leadership, team members are able to work towards a common vision and centred the team's focus on team goals (ETL 5).

Team leader must guide and lead the member to achieve the team mission and goals (ETL 18).

As a leader, I believe mentoring, and coaching is important (ETL 24).

Theme 3: team training

Team training has also stood out as a significant factor that influences franchise ETs' performance. It is an essential aspect as team training helps to improve overall team effectiveness. Notably, it helps to enhance team communication processes and lead to better task coordination. Some of the comments from the ET leaders include:

I think team training is important because it increases the overall team performance. It helped to build skills and competencies (ETL 2).

Obviously, team training. It made me and my team learn and develop more skills (ETL 11).

Team members need more training, before and during their employment. We have made training as one of the KPIs for them. And training helps member to develop skills for career development (ETL 14).

Getting good training helps team members learn how to work as a team (ETL 23).

Theme 4: behavioural processes

Marks *et al.*'s (2011) taxonomy of team processes. In this hierarchical structure, the ten process dimensions are nested within three superordinate categories: transition phase processes, action phase processes and interpersonal processes have been used to guide the discussion on behavioural processes identified in the data analysis process. These processes have been identified as critical mediators between team inputs and outcomes. The transition phase refers to "periods of time when teams focus primarily on evaluation and/or planning activities to guide their accomplishment of a team goal or objective" (Marks *et al.*, 2001, p. 364). As Marks *et al.* (2001) note, there are three primary transition processes: mission analysis, goal specification and strategy formulation and planning. Several participants expressed the importance of setting achievable and clearly defined mission, goals and strategies, as the following quotes illustrate:

We plan ahead. Without proper planning, members not sure the what the team want to achieve, and how to work towards that goal (ETL 12).

Things go well when there is a clear goal and strategy (ETL 20).

Team members need clearly defined goals and the strategy of how to reach these goals. Must let the members know what the team aims to achieve. When there is lack of communication on the team strategy, everything goes down (ETL 21).

Action phases are “periods of time when teams conduct activities leading directly to goal accomplishment” (Marks *et al.*, 2001, p. 366). According to the authors, the four most common processes during the action phase include: monitoring progress towards goals, system monitoring, team monitoring and backup responses and coordination activities. From the findings, the participants agreed that action phase processes are critical in influencing franchise ETs’ performance. For example, the participants expressed:

We will ask the other for help and support (ETL 3).

Feedback session is important. I always provide feedback to my team members as it enables them to learn from mistakes and become better (ETL 13).

I think monitoring team member progress is important to ensure they finished their tasks on time. And I always ask if they were facing any problems in their work (ETL 27).

Last but not least, interpersonal processes refer to “processes teams use to manage interpersonal relationships” (Marks *et al.*, 2001, p. 368). These processes are expected to occur throughout both transition and action phases. Following Marks *et al.* (2001, p. 368), the interpersonal processes were divided into conflict management, motivating/confidence building and affect management. Through the interviews, the participants stated:

Communication is important. When there is disagreement, I listen and talk to them; understand how they feel and what is going on. Give them support and care for people who work together (ETL 13).

I think it is crucial to make the team member feel that they are receiving the recognition for the work they have done. We have [annual event] to celebrate the success of all ET leaders and members for their hard work. Awards will be given to top performers (ETL 17).

It is important to keep people motivated. Reward them when the team performed (ETL 22).

Some of the participants also expressed the challenges faced when working as a team which may be seen as factors that impact ETs’ performance. For instance, a participant reported:

I feel the biggest challenges in working in a diverse team is clashing expectation and conflict. They are from different backgrounds, so it is not easy to manage them. So, for me, the key to team performance is how to overcome these challenges (ETL 4).

Theme 5: affective states – team confidence

Team confidence has been identified as a significant factor that affects franchise ETs’ performance. One of the participants expressed:

Being confident in the team ability to perform well is crucial. It creates a positive work environment that facilitates collaboration and coordination (ETL1).

I believe they have the knowledge and abilities (ETL 2).

I know my teammates can perform (ETL 9).

Team 6: cognitive states – team mental model

The team mental model also stood out as a significant factor that affects franchise ETs' performance. Example comments for team mental model include the following:

We know what others were thinking (ETL 2).

I know very well the way my people work (ETL 9).

There was a shared understanding of the team's mission, goals, and strategy (ETL 26).

In summary, six themes were identified and were regrouped into three categories. These include those related to input factors (team composition, team leadership and team training) and the mediator factors, which consist of both team processes (transition processes, action processes, interpersonal processes) and emergent states (team confidence, team mental models). Identifying these variables is essential as it better understands what affects ETs' performance within the franchising context.

Implications for theory

Over the past decade, entrepreneurship research has moved from a focus on the solo entrepreneur to ETs. Grounded both in previous literature and in an exploratory, qualitative study, this study developed a conceptual framework to explain the factors that affect ETs' performance within the franchising industry. To sum up, the theoretical contribution of this research is as follows.

First, the novel aspect in this study is the focus on ETs within the franchising context, one of the typologies of ETs suggested by [Ben-Hafaïedh \(2017\)](#). The franchising context can be regarded as a significant setting to study teams as it differs from ETs in another context. As discussed earlier, in spite of existing pieces of literature ([Bouse, 2017](#); [Clarkin and Rosa, 2005](#); [Flint-Hartle and de Bruin, 2011](#)) have provided substantial evidence on the positive effects of ETs on franchise system performance, research on this area is marked by considerable fragmentation ([Ben-Hafaïedh, 2017](#)), especially on the factors that affect franchise ETs' performance, and so relatively little guidance and information from the empirical research can be provided to the practitioners ([Ben-Hafaïedh and Cooney, 2017](#)). As [Clarkin and Rosa \(2005, p. 326\)](#) pointed out, ETs "are clearly vital to good performance, but the precise entrepreneurial mechanisms and their effects on performance remain obscure". This statement highlights the significance of the present study, which seeks to explore the factors that influence franchise ETs' performance. Given these, the present study contributes to ETs literature.

Second, the present study addressed the need for more research in franchising from the franchisee's perspective ([Dant et al., 2011](#)). Although franchising has received considerable attention from both practitioners and scholars alike, most studies have examined franchising from the franchisor's perspective. Considering franchisees as an essential party in a successful franchise chain, the lack of research from the franchisee perspective seems to present a gap in the literature.

Third, this study addressed another important gap identified in [Dant's \(2008\)](#) study suggesting the need to examine other franchising sectors. By focusing on the education and childcare franchise sector, this study broadens the scope of prior franchising studies, which have focused on the so-called "traditional" sectors such as food and beverages, retailing and hotels ([Dant, 2008](#); [Gorovaia et al., 2019](#)).

Implications for practice

The findings from this research study have some implications for practitioners and researchers as well.

Firstly, the research findings unpack the factors that influence franchise ETs' performance. Just like other conventional entrepreneurs, franchisors strive to improve the performance of their chains. Successful franchise depends heavily on franchisees as an essential source of revenue and a means to grow their business (Pardo-del-Val *et al.*, 2014). As evidenced from the past studies (Bouse, 2017; Clarkin and Rosa, 2005; Flint-Hartle and de Bruin, 2011), ETs are vital for franchise system performance. Therefore, the findings from the research study provide valuable guidance for both franchisors and franchisees by assisting their understanding of developing a more robust franchise system through the use of ETs. A better understanding of the factors driving or inhibiting franchise ETs' performance will hopefully help the practitioners reduce the franchise failure rates.

Secondly, even though entrepreneurial teamwork is growing, scant attention has been paid to franchise ETs. Hence, the conceptual framework (see Figure 2) developed in this research study will also suggest avenues for further research on franchise ETs' performance. For instance, future research studies could take this work one step further by carrying out a quantitative study to test the framework derived from this research study, with larger sample size and ETs from different franchise settings. For instance, a quantitative study could be developed to understand the effect of team diversity on ETs' performance. Further, future studies could also examine the effects of ETs on franchise performance by incorporating a control group (i.e. franchise systems that do not adopt the ETs concept).

Limitations and directions for future research

Although this research study presents novel insights into franchise ETs' performance, it is subject to several limitations, pointing to avenues for future research.

Firstly, we acknowledge the limitation of the case study and the generalisability of our results. First, data were collected from each sub-ET team leader, implying a limited number of perspectives. The researchers recognise that other team members who did not participate in the interviews may have views contrary to those ETs. Additional factors influencing ETs' performance might be identified in a broader sample of participants. As such, future studies should incorporate a multi-perspective design by recruiting several members of the same ETs in the data collection process. Doing so enables the researcher to obtain insights that could not have collected through individual interview. As Davidsson and Wiklund (2001) noted, "valuable knowledge can be obtained on different levels of analysis, and we hope that they can inspire future research" (p. 82). Further, these multiple sources of evidence can cross-check the data and improve consistency and reliability.

Secondly, the empirical data was collected using a single case study design. Specifically, research data were drawn from a relatively homogenous sample, where data was gathered from samples from just one education and childcare franchise system in Malaysia. Although this homogeneity helps conclude the discussed areas, the researcher acknowledges that it might limit the generalisability of the research findings and prevent the researcher from safely generalising the findings of this research to ETs in other franchising sectors. Thus, it would be interesting to carry out more in-depth studies on ETs from different franchise sectors. Further research might examine whether the research findings can be generalised to other franchise sectors.

References

- Barney, J. (1991), "Firm resources and sustained competitive advantage", *Journal of Management*, Vol. 17 No. 1, pp. 99-120.
- Barringer, B.R., Jones, F.F. and Neubaum, D.O. (2005), "A quantitative content analysis of the characteristics of rapid-growth firms and their founders", *Journal of Business Venturing*, Vol. 20 No. 5, pp. 663-687, doi: [10.1016/j.jbusvent.2004.03.004](https://doi.org/10.1016/j.jbusvent.2004.03.004).

-
- Ben-Hafaiedh, C. and Cooney, T.M. (2017), *Research Handbook on Entrepreneurial Teams: Theory and Practice*, Edward Elgar Publishing Limited, Cheltenham.
- Ben-Hafaiedh, C. (2017), "Entrepreneurial teams research in movement", in Ben Hafaiedh, C. and Cooney, T.M. (Eds), *Research Handbook on Entrepreneurial Teams: Theory and Practice*, Edward Elgar Publishing Limited, Cheltenham, pp. 11-44.
- Bjornali, E.S., Knockaert, M., Foss, N., Leunbach, D. and Erikson, T. (2017), "Unraveling the black box of new venture team processes", in Ahmetoglu, G., Chamorro-Premuzic, T., Klinger, B. and Karcisky, T. (Eds), *The Wiley Handbook of Entrepreneurship*, John Wiley and Sons Ltd, Chichester, UK, pp. 315-348.
- Blair, R.D. and Lafontaine, F. (2005), *The Economics of Franchising*, Cambridge University Press.
- Bolzani, D., Fini, R., Napolitano, S. and Toschi, L. (2019), "Entrepreneurial teams: an input- process-outcome framework", *Foundations and Trends® in Entrepreneurship*, Vol. 15 No. 2, pp. 56-258.
- Bouse, B. (2017), "Entrepreneurial teams in successful franchising: examining the franchisee and franchisor interface", *Academy of Management Proceedings*, Vol. 2017 No. 1.
- Box, M. and Segerlind, T.L. (2018), "Entrepreneurial teams, gender, and new venture survival: contexts and institutions", *SAGE Open*, Vol. 8 No. 2, pp. 1-17.
- Buchan, J., Frazer, L., Zhen Qu, C. and Nicholls, R. (2015), "Franchisor insolvency in Australia: profiles, factors, and impacts", *Journal of Marketing Channels*, Vol. 22 No. 4, pp. 311-332.
- Clarkin, J.E. and Rosa, P.J. (2005), "Entrepreneurial teams within franchise firms", *International Small Business Journal: Researching Entrepreneurship*, Vol. 23 No. 3, pp. 303-334.
- Cooney, T.M. (2005), "What is an entrepreneurial team?", *International Small Business Journal: Researching Entrepreneurship*, Vol. 23 No. 3, pp. 226-235.
- Dada, O., Watson, A. and Kirby, D.A. (2012), "Toward a model of franchisee entrepreneurship", *International Small Business Journal: Researching Entrepreneurship*, Vol. 30 No. 5, pp. 559-583.
- Dant, R.P. (2008), "A futuristic research agenda for the field of franchising", *Journal of Small Business Management*, Vol. 46 No. 1, pp. 91-98.
- Dant, R.P., Grünhagen, M. and Windsperger, J. (2011), "Franchising research frontiers for the twenty-first century", *Journal of Retailing*, Vol. 87 No. 3, pp. 253-268.
- Davidsson, P. and Wiklund, J. (2001), "Levels of analysis in entrepreneurship research: current research practice and suggestions for the future", *Entrepreneurship Theory and Practice*, Vol. 25 No. 4, pp. 81-100.
- Davies, M.A.P., Lassar, W., Manolis, C., Prince, M. and Winsor, R.D. (2011), "A model of trust and compliance in franchise relationships", *Journal of Business Venturing*, Vol. 26 No. 3, pp. 321-340.
- Department of Statistics, Malaysia (2021), "Demographic statistics second quarter 2021", Malaysia, viewed 1 October 2021, available at: www.dosm.gov.my/v1/index.php?r=column/cthemer_ByCat&cat=430&bul_id=eGtwtdjd4amZJb1JmcFFkYXBKNGh3dz09&menu_id=L0phe_U43NWJwRWVSZklWdzQ4TlhUUT09
- Diakanastasi, E., Karagiannaki, A. and Pramatarı, K. (2018), "Entrepreneurial team dynamics and new venture creation process: an exploratory study within a start-up incubator", *SAGE Open*, Vol. 8 No. 2, pp. 1-17.
- Discua Cruz, A., Howorth, C. and Hamilton, E. (2013), "Intra family entrepreneurship: the formation and membership of family entrepreneurial teams", *Entrepreneurship Theory and Practice*, Vol. 37 No. 1, pp. 17-46.
- Eisenhardt, K.M. (1989), "Building theories from case study research", *The Academy of Management Review*, Vol. 14 No. 4, pp. 532-550.
- Elo, S. and Kyngäs, H. (2008), "The qualitative content analysis process", *Journal of Advanced Nursing*, Vol. 62 No. 1, pp. 107-115.
- Fletcher, D. and Arnold, R. (2011), "A qualitative study of performance leadership and management in elite sport", *Journal of Applied Sport Psychology*, Vol. 23 No. 2, pp. 223-242.
- Flint-Hartle, S. and de Bruin, A. (2011), "Franchising success: insights from real estate brokerage", *International Small Business Journal: Researching Entrepreneurship*, Vol. 29 No. 1, pp. 58-77.

-
- Foo, M.D. (2011), "Teams developing business ideas: how member characteristics and conflict affect member-rated team effectiveness", *Small Business Economics*, Vol. 36 No. 1, pp. 33-46.
- Franchise sector to provide RM35b to GDP (2018), "The Malaysian reserve", 4 April, viewed on 28 May 2021, available at: <https://themalaysianreserve.com/2018/04/04/franchise-sector-to-provide-rm35b-to-gdp/>
- Gartner, W.B., Shaver, K.G., Gatewood, E. and Katz, J.A. (1994), "Finding the entrepreneur in entrepreneurship", *Entrepreneurship: Theory and Practice*, Vol. 18 No. 3, pp. 5-10.
- Gibbs, G. (2007), *Analyzing Qualitative Data*, Sage, London.
- Gorovaia, N., Sanfelix, G.N. and Puig, F. (2019), "Institutional influences of professional associations and franchise organizations on competitiveness of the healthcare clinics", in Windsperger, J., Cliquet, G., Hendrikse, G. and Srećković, M. (Eds), *Design and Management of Interfirm Networks*, Springer, Cham, Switzerland, pp. 113-131.
- Hambrick, D. and Mason, P. (1984), "Upper echelons: the organization as a reflection of its top managers", *The Academy of Management Review*, Vol. 9 No. 2, pp. 193-206.
- Harper, D.A. (2008), "Towards a theory of entrepreneurial teams", *Journal of Business Venturing*, Vol. 23 No. 6, pp. 613-626.
- Huovinen, S. and Pasanen, M. (2010), "Entrepreneurial and management teams: what makes the difference?", *Journal of Management and Organization*, Vol. 16 No. 3, pp. 436-453.
- Ilgen, D.R., Hollenbeck, J.R., Johnson, M. and Jundt, D. (2005), "Teams in organizations: from input-process-output models to IMOI models", *Annual Review of Psychology*, Vol. 56 No. 1, pp. 517-543.
- Jackson, S.E., Brett, J.F., Sessa, V.I., Cooper, D.M., Julin, J.A. and Peyronnin, K. (1991), "Some differences make a difference: individual dissimilarity and group heterogeneity as correlates of recruitment, promotions, and turnover", *Journal of Applied Psychology*, Vol. 76, pp. 675-689.
- Jin, L., Madison, K., Kraiczky, N.D., Kellermanns, F.W., Crook, T.R. and Xi, J. (2017), "Entrepreneurial team composition characteristics and new venture performance: a meta-analysis", *Entrepreneurship Theory and Practice*, Vol. 41 No. 5, pp. 743-771.
- Kamm, J.B., Shuman, J.C., Seeger, J.A. and Nurick, A.J. (1990), "Entrepreneurial teams in new venture creation: a research agenda", *Entrepreneurship Theory and Practice*, Vol. 14 No. 4, pp. 7-17.
- Kaufmann, P.J. and Dant, R.P. (1996), "Multi-unit franchising: growth and management issues", *Journal of Business Venturing*, Vol. 11 No. 5, pp. 343-358.
- Kaufmann, P.J. and Kim, S.H. (1995), "Master franchising and system growth rates", *Journal of Marketing Channels*, Vol. 4 Nos 1/2, pp. 49-64.
- Kellermanns, F., Walter, G., Crook, R.T., Kemmerer, B. and Narayanan, V. (2014), "The resource-based view in entrepreneurship: a content-analytical comparison of researchers' and entrepreneurs' views", *Journal of SME Management*, Vol. 54 No. 1, pp. 26-48.
- Khan, M.S. (2017), "Entrepreneurial team troika: a call on integrative research of trust, conflict and diversity", *Journal on Innovation and Sustainability. Risus Issn 2179-3565*, Vol. 8 No. 1, pp. 18-31.
- Khan, M.S., Breitenacker, R.J., Gustafsson, V. and Schwarz, E.J. (2015), "Innovative entrepreneurial teams: the give and take of trust and conflict", *Creativity and Innovation Management*, Vol. 24 No. 4, pp. 558-573.
- Lazar, M., Miron-Spektor, E., Agarwal, R., Erez, M., Goldfarb, B. and Chen, G. (2020), "Entrepreneurial team formation", *Academy of Management Annals*, Vol. 14 No. 1, pp. 29-59.
- Malaysia needs more childcare Centres (2018), "The star online", 13 Aug, viewed 5 December 2020, available at: www.thestar.com.my/news/nation/2018/08/13/malaysia-needs-morechild_carecentres-dpm-we-are-also-in-dire-need-of-qualified-workers-to-ensuresa/
- Marks, M.A., Mathieu, J.E. and Zaccaro, S.J. (2001), "A temporally based framework and taxonomy of team processes", *Academy of Management Review*, Vol. 26 No. 3, pp. 356-376.
- Md. Isa, F., Hoe, C., Othman, S.N., Din, M.S., Mohd Harif, MAA., Hussin, Z. and Md. Jani, M.Y. (2012), "The extent of marketing capability and market orientation in franchise business in Malaysia", *International Journal of Business and Social Science*, Vol. 3 No. 10, pp. 325-334.
-

-
- Ministry of Domestic Trade and Consumer Affairs (2020), "Statistik utama KPDNHEP februari 2020", viewed 1 October 2021, available at: www.kpdnhep.gov.my/images/dokumen/penerbitan/statistik-utama/2020/STATISTIK_UTAMA_KPDNHEP_FEBRUARI_2020_1.pdf
- Misganaw, B.A. (2018), "Why we know what we know about entrepreneurial teams? Unlocking implicit assumptions in entrepreneurial team research", *International Journal of Entrepreneurship and Small Business*, Vol. 33 No. 3, pp. 354-379.
- Neuman, W.L. (2014), *Social Research Methods: Qualitative and Quantitative Approaches*, Pearson Education Limited, Harlow.
- Nowell, P. and Timmermans, B. (2018), "Organizational perspective on entrepreneurship", in Turcan, R. V. and Fraser, N.M. (Eds), *The Palgrave Handbook of Multidisciplinary Perspectives on Entrepreneurship*, Palgrave Macmillan, Cham, Switzerland, pp. 125-146.
- Pardo-del-Val, M., Martínez-Fuentes, C., López-Sánchez, J.I. and Minguela-Rata, B. (2014), "Franchising: the dilemma between standardisation and flexibility", *The Service Industries Journal*, Vol. 34 Nos 9/10, pp. 828-842.
- Penrose, E.T. (1959), *The Theory of the Growth of the Firm*, Wiley, New York, NY.
- Perrigot, R., Basset, G., Briand, D. and Cliquet, G. (2013), "Uniformity in franchising: a case study of a French franchise network with several franchisees having their own website", *Journal of Marketing Channels*, Vol. 20 Nos 1/2, pp. 99-119.
- Peteraf, M. (1993), "The cornerstones of competitive advantage: a resource-based view", *Strategic Management Journal*, Vol. 14 No. 3, pp. 179-191.
- Schoss, S., Urbig, D., Brettel, M. and Mauer, R. (2020), "Deep-level diversity in entrepreneurial teams and the mediating role of conflicts on team efficacy and satisfaction", *International Entrepreneurship and Management Journal*, doi: [10.1007/s11365-020-00654-1](https://doi.org/10.1007/s11365-020-00654-1).
- Shane, S.A. and Hoy, F. (1996), "Franchising: a gateway to cooperative entrepreneurship", *Journal of Business Venturing*, Vol. 11 No. 5, pp. 325-328.
- Snyder, H. (2019), "Literature review as a research methodology: an overview and guidelines", *Journal of Business Research*, Vol. 104, pp. 333-339.
- Webster, J. and Watson, R.T. (2002), "Analyzing the past to prepare for the future: writing a literature review", *MIS Quarterly*, Vol. 26 No. 2, pp. xiii-xxii.

Further reading

- Franchise sector to contribute RM26.8b to GDP (2015), "The star online", 14 May, available at: www.thestar.com.my/business/businessnews/201505/14/franch%09isesector-to-co_ntribute-rm28-6b-to-gdp/#3DrQk1LZHmu6mSes.99
- Wiklund, J. and Shepherd, D. (2003), "Knowledge-based resources, entrepreneurial orientation, and the performance of small and medium-sized businesses", *Strategic Management Journal*, Vol. 24 No. 13, pp. 1307-1314.

Corresponding author

Shaista Noor can be contacted at: shaistanoor25@gmail.com