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Franchise orientation and franchisor omnichannel value

This research investigates franchisors' practices within an omnichannel strategy and their impact on value generation. Building on 83 interviews of senior executives within nine multi-informant case studies of both retail and services franchises in France, it reveals three sets of results. First, franchisors vary in their degree of franchise orientation, a previously unstudied strategic orientation defined as a franchisor's strategic posture towards franchising as the core of the organization's identity, and the resulting configuration of its practices, policies, and processes to sustain the franchising model. Second, franchise orientation influences four categories of franchisor practices within the omnichannel strategy. Specifically, a stronger franchise orientation leads franchisors to avoid certain franchisor-owned channels, to engage less in channel homogenization practices within the franchise relationship, to favor relational over formal governance practices to align franchisees to the network's omnichannel strategy, and to favor franchisees in franchisor omnichannel value-sharing practices. Third, franchise orientation and franchisor practices influence in turn four aspects of omnichannel value generation, related to the nature of generated value, its temporality, its extent, and its capture.

Keywords: franchising, omnichannel, value-generation, strategic orientation

➤ 12h30 – Salle 103 / Comodal

➤ Participer à la réunion Zoom

<https://zoom.us/j/99935051449>

ID de réunion : 999 3505 1449

La théorie des pratiques dans la recherche en management

de 14h à 15h30 en salle 103 - S'inscrire [ICI](#)

La théorie des pratiques (practice theory), issue de la sociologie, connaît depuis plusieurs années un intérêt croissant parmi les chercheurs en sciences de gestion. Ce courant offre une approche conceptuelle et analytique pour étudier les comportements routiniers des agents économiques, à la fois aux niveaux individuel et organisationnel.

Ce séminaire a un triple objectif : présenter les fondements conceptuels de la théorie des pratiques, son champ d'application dans le cadre de la recherche en sciences de gestion et des exemples spécifiques d'application, mettant en lumière les spécificités et limites de son application dans une démarche de thèse et/ou de publication.

