

# **Business Not As Usual: the Flexible Franchise Model**

## **Abstract**

The business format franchise is the gold standard for franchising. It delivers a uniform, standardized and consistent product and this is indeed one of its key strengths. Franchising is nevertheless a practical commercial strategy. Successful franchisors build formats, devise systems, and develop network expansion models which accommodate the unique characteristics of the business and the prevailing market conditions as well as wider social trends. This paper suggests that there are four distinct franchising models, but focuses on *flexible franchising* – a new franchise model which eschews the formulaic uniformity of traditional franchising, and explicitly and intentionally embraces and incorporates as its integral feature the franchisee's flexibility to bring his or her own brand of entrepreneurship to the franchised business.

### **Key Words:**

Franchise models

Flexible franchising

Back of house franchising

Quasi franchising

Freedom franchising

No format franchising

Franchising taxonomy