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## Franchise Industry: A Systematic Review of Business Survival

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### Abstract

*This study aims to systematically review the existing studies on franchise survival to identify the fostering factor of franchise survival ability. The Preferred Reporting Items for Systematic Review and Meta-Analysis (PRISMA 2020) statement was used for a systematic literature review. This study used 37 articles published between 1997 and 2022 in English peer-reviewed journals on Web of Science and Scopus Databases. The study findings revealed that more studies employed a quantitative rather than a qualitative approach, with franchisors being the primary focus of the survival studies. There are seven themes discovered in the franchise survival ability including marketing, managerial capability, value proposition, franchisor and franchisee relationship, franchise resources, entrepreneurship and other themes. The fostering elements outlined are crucial to enhancing franchise performance and positively correlated with franchise survivability over economic cycles, ultimately leading to a more robust franchise industry.*

**Keywords:** Franchise, Franchisor, Franchisee, Survival Ability, Systematic Review

### Introduction

The franchise business is the fastest business format and has become the most popular business method among new entrepreneurs. Franchise plays an essential role in the overall economy, with a GDP contribution of \$446.3 billion in 2020 (International Franchise Association, 2022). Franchise has continuously contributed to the country's economic growth and development, government policy indicators, and each franchise player (Ayup-Gonzalez et al., 2019). In Malaysia, the franchise sector is the top three national GDP contributor and becomes the engine of economic recovery (Suhaidi, 2022) with RM35 billion GDP contribution in 2020 (Mohammad, 2021). The continuity of this business is vital as the sector offers employment opportunities to 80,000 Malaysian (Omar, 2022).

A franchise system is the easiest way to do business because it is a proven business format that has an established management system. The system is governed and facilitated by the franchisor (mentor) and complemented by a reputable image, brand protection, established marketing strategies, and work practices (operational manual) (Gillis et al., 2020). According to Bretas & Alon, (2020) the chances of success in a franchise business are high, and the possibility of success in a franchise business is significantly higher than in small businesses. Thus, franchised firms are more likely to succeed, which means they are more likely to last longer (Lafontaine et al., 2019). Nonetheless, during business cycle turbulence, economic fluctuation, economic downturn, or recession, compared to other SMEs, franchise business growth is relatively more robust and, has a better survival probability. As the pandemic crisis has been an important event, however there has been limited research on how environmental factors such as the economic crisis affect franchises up to this point (Alon et al., 2021).

Even though a franchise is a replication of business success, a franchise system is not a guarantee of success in the changing market (Ishak, 2016). Empirical evidence indicates that a surprising proportion of franchises fail due to internal and external factors (Buchan et al., 2015). Exogenous factors such as crises, shocks, and business cycles are the factors that are most likely to affect franchise growth and survival opportunities (Box, 2005; Robbins & Pearce, 1993). Recently, the COVID-19 pandemic has created an enormous effect

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on economic instability and negatively impacted franchise communities by causing significant turbulence in the role of liquidity constraints for both consumers and businesses and increasing business failure (bankruptcy) (Dung, 2020). Studies have shown that organizations should be able to absorb the crisis impact to withstand the disruptions (Esteve-Pérez & Mañez-Castillejo, 2008). Thus, franchise business has to demonstrate revenue resiliency, retaining as much ex-ante revenue as possible, the size of committed cost, and the ability to restructure the cost (Abd Aziz et al., 2022; Bartlett & Morse, 2020).

A firm's success is the probability of survival as a function of its ability to avoid failure (Cooper et al., 1994; Giunipero et al., 2021). Hence, organization survivability is the capability to maintain business operations without a time limit (Shabri et al., 2020), where a company must successfully change situations that can endanger the existence of the company (Ortiz-Villajos & Sotoca, 2018). This strategy calls for optimising resources and capabilities to increase productivity, efficiency, and company performance. These survival outcomes are examples of increased revenue, continued operations, and employee retention (Bleady et al., 2018). According to this, the Resource-Based View (RBV) is appropriate in describing the issue where RBV explains business survival through the company's long-term competitive advantage (Kraaijenbrink et al., 2010), where the more strategic resources and capabilities a firm has, the higher its survival ability (Salunkhe et al., 2021).

Besides that, the bigger (firm size), older companies (firm age), and better firm growth will increase the probability of the firm remaining in business and its ability to survive an economic shock (Bartlett & Morse, 2020; Woldehanna et al., 2018). Franchise literature reported that strategic resources, decent managerial capability (Coleman et al., 2013; Németh, 2008; Villares et al., 2020), and engagement with consumers, employees, and competitors (Salunkhe et al., 2021), through market orientation (Bui et al., 2022; Naidoo, 2010) are the key to survive pandemic crisis (Bui et al., 2021). Despite that, previous studies also indicated that small firms with fewer resources and capacity could still survive and continue their operation with support from external factors (Adam & Alarifi, 2021; Najib et al., 2021). In the case of franchising, external support is not just gained through government support, but the format complies with the franchisor's support (Bui et al., 2021; 2022; Dung, 2020). In addition, non-external support (such as government, family, community, and association) also significantly impacts business performance and survival ability (Gimeno-Arias et al., 2021; Ramdan et al., 2022).

Previous research has identified the primary elements of franchise resistance; however, these factors may have distinct effects in the case of a black swan event, such as the Covid-19 pandemic. With a total closure of 10,875 franchises and an alarming drop in the franchise survival rate during this crisis (Bui et al., 2021), franchise organizations appear to have been ill-prepared for the global crisis and have demonstrated a low capacity to withstand its impact. As the pandemic is uncertain, there is still massive confusion about the measures, best practices, and strategies franchises should implement to sustain (Boiral et al., 2021). Yet, there is still a lack of research on franchise survival. How can franchise businesses endure the uncertainty and complexity of a crisis? Hence, a greater understanding of franchise longevity capacity and capability must be acquired.

The study will fill the gap by examining prior research on the franchise's ability to continue operations, sustain itself, and remain in the franchise system in long-term and short-term survivability contexts. The systematic literature review (SLR) is the most appropriate strategy for reviewing the extensive literature considering the research objective. The present study reviewing available literature since 1997, addresses the existing research in detail and identifies trends, potential theories, conceptual frameworks, methodologies, assessment methods, and literature gaps in the current study (Palmatier et al., 2018). By identifying the important themes that have dominated the scholarly debate, we make three significant contributions. We provide a comprehensive view of the concept of "franchise survival ability" based on our systematic analysis. Second, we illustrate how this body of knowledge has developed over time. Lastly, we address key points and make recommendations for further research.

## Methodology

SLR also known as the structured literature review, is a promising tool for examining prior research to strengthen the specific discipline (Kraus et al., 2020). Therefore, a strategy is implemented to analyze the relevant articles that apply to the franchises' survival ability factors. A comprehensive protocol referred in

the review has specified the criteria for the data search, such as choosing reliable sources of databases, identifying search strings, determining the inclusion or exclusion criteria, deciding quality standards, and so on (Pittaway et al., 2014).

### Database Source

The relevance of databases is the primary source of publication metadata and bibliometric indicators. Selecting an appropriate data source is crucial to determining the reliability of the study. The requirement for a database to do a systematic literature review should be more than one (Bramer et al., 2017). Based on the literature, the two most common bibliographic databases used are the Web of Science (WoS) and Scopus (Pranckute, 2021). Most systematic reviews study utilized these two databases as they are the world's most comprehensive, prestigious, and competitive citation databases (Zhu & Liu, 2020 & Chadegani et al., 2013). According to Kai, Rollins, and Yan (2018) Clarivate Analytics' Web of Science (WoS) are "the world's leading scientific citation search, instrument, and analytical information platform across knowledge". Therefore, the study will use Scopus and Web of Science as the study's primary data sources.

### Preferred Reporting Items for Systematic Review and Meta-Analysis (PRISMA)

This Systematic Literature Review (SLR) is guided by the review protocol of 'Preferred Reporting Items for Systematic Reviews and Meta-Analyses' (PRISMA). PRISMA was first released in 2009 but has since been superseded and replaced by PRISMA 2020, which includes revised reporting criteria that reflect changes in identifying, selecting, assessing, and summarizing studies (Page et al., 2021). PRISMA is a tool that helps researchers communicate their literature reviews and meta-analyses more effectively. There are 27 items for evaluation in PRISMA focusing on randomized trials (Moher et al., 2009).

### Identification and Screening

The identification process begins with identifying keywords or phrases with precisely or nearly the same meaning (synonym) and related terms, including all word variations. During the identification process, researchers expand basic keywords. The database can obtain more relevant articles when researchers utilize more keywords. Several basic concepts should be established before selecting effective keywords. The sources of keyword searching are based on; (1) the previous articles' keywords, (2) keywords proposed by the database, (3) online treasures of synonym words, and (4) expert keyword suggestions (Shaffrill et al., 2021). The focus will also be on variations of the keywords such as; (1) franchise and related terms such as franchisor and franchisee, (2) survival and related terms such as survival, survivor, mortality, resilience, business exit, business failure or success, intention to stay or intention to remain, and (3) ability and related terms such as capability, skills or competence. Parentheses for Scopus and Web of Science works the same in both systems, therefore the advanced search string keywords are:

TITLE-ABS-KEY ("franchise" OR "franchisor" OR "franchisee") AND ("survival" OR "resilience" OR "continuance" OR "success" OR "intention to stay" OR "durability" OR "failure") AND "ability" OR "capability" OR "skill" OR "talent") The articles found using the advanced search above are 63 articles in Scopus and 34 articles in WoS. After gathering the articles to be reviewed, we categorized each article as quantitative (empirical), qualitative, conceptual, or literature review. The study also examined the nature of the sample (size, whether longitudinal or not, survey, country, franchise sector), the major theory or perspective used, the term to demonstrate franchise survival and determinants of franchise survival ability, variables included in the analysis, limitations, and suggestions for future study.

### Extraction, Synthesis, and Eligibility

During the proceeding process after article identification, we careful screening the article to identify duplicate articles. During this process, four duplicated articles were deleted. The next stage was screening; based on the inclusion and exclusion criteria are mentioned in Table 1.

**Table 1:** Inclusion and Exclusion Criteria

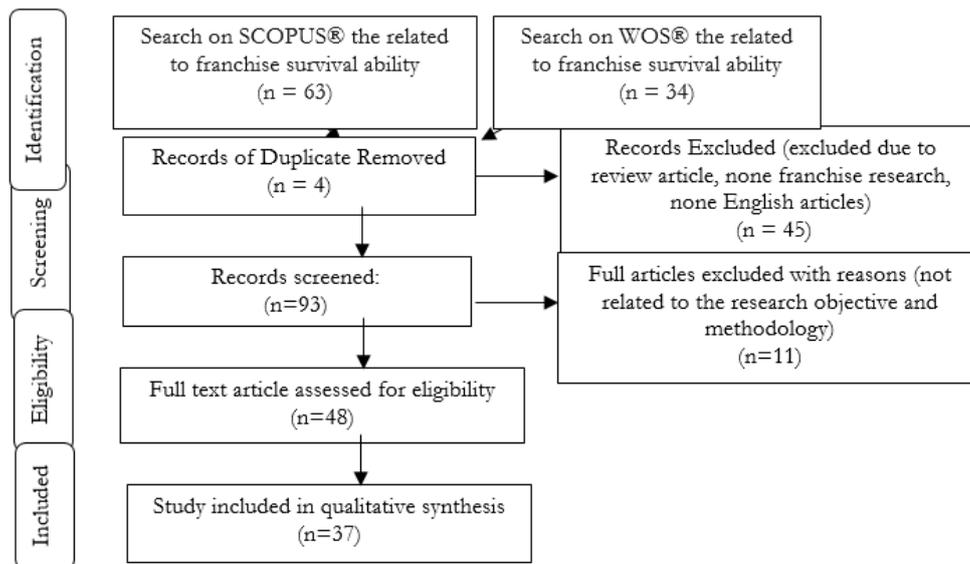
Criteria	Inclusion	Exclusion
Study Type	Qualitative research Quantitative research	Review paper Conceptual paper
Language	Malay and English	Any other language

Document types	Final Journal Article	Book, book chapter, proceeding, report, short survey etc.
Sector/Business	Franchise, Franchisee and Franchisor	Any study which does not include consideration of franchise, franchisee and franchisor.
Journal Types	Related to business management, economics, and social science journals	Other than business management, economics, and social science journals

The third stage was eligibility, whereby 48 full journal papers were accessed. Out of the eligible articles reviewed, 11 articles were removed because these articles were not related to the research objectives and methodology. The next stage was the synthesis and eligibility process, whereby 37 full articles were carefully accessed and reviewed. A comprehensive synthesis of academic literature on Franchise Survival Ability will be guided by Kraus et al. (2020) and Shaffril et al. (2020) systematic review approach.

**Data Abstraction and Analysis**

This review proceeded through identification, screening, eligibility, and inclusion stages by Moher et al. (2009), as in Figure 1.



**Figure 1:** Flow of Information Through the Different Phases of a Systematic Review

Based on Table 1, the remaining articles were evaluated and analysed carefully, focusing on specific studies that meet the purpose of the review. Firstly, the data was extracted by reading the abstracts, and then the full articles were reviewed in depth to identify the appropriate themes. Qualitative analysis was done by using content analysis to categorize themes related to franchise survival ability.

**Results and Discussion**

This study presents an overview of 37 articles that were published from 1997 to 2022. The detailed analysis of the article can refer to Appendix A. The aim of this research was to comprehensively review the literature on the determinant of franchise survival ability. Franchise survival ability is the capability of an organization to maintain its business over time (Shabri et al., 2020; Upson, 2012; Josefy, 2017) through continuously generating competitiveness (Kozak, 2017), wealth (Ugwuzor, 2017), sustaining value (Németh, 2008) and ownership (Murphy et al., 1996). Therefore, the ability of the business to alter circumstances that endanger their ability to continue operating is essential to a firm's survival during a crisis. This study discovered seven major themes, namely marketing, managerial capability, value proposition, franchisor-franchisee relationship, franchise resource, and entrepreneurship.

## Marketing

In the franchising system, franchisors provide at least two critical resources that help franchise survival which is brand (Abd Aziz et al., 2022; Hizam-Hanafiah et al., 2016), marketing (Kalnins & Mayer, 2004), and operational routines (Ghantous & Christodoulides, 2020). A brand is a 'protected asset of franchisor' (Antia et al., 2017), which is part of marketing action (branding, brand image, brand recognition and brand equity) implemented to gain customer satisfaction, enhance demand (Lafontaine et al., 2019), increase profitability, performance (Perrigot et al., 2020), competitive advantage (Balnave & Patmore, 2015) and survival (Abd Aziz et al., 2019).

A brand is a cooperation between the franchisee and franchisor (Antia et al., 2017; Façanha et al., 2013), where a brand is an investment and development from the franchisor from the amount of royalties paid by the franchisee (Antia et al., 2017). The Franchisor brand is the factor that attracts franchisees to join the franchise system (Melo et al., 2015), and franchisees benefit from the franchisor's brand recognition and marketing efforts (Lafontaine et al., 2019). As a brand is a franchisor asset, thus franchisee failure will surely harm the franchisor's brand name. Therefore, the franchisor will efficiently and continuously govern and support the franchisee to ensure the franchisee survives bankruptcy (Antia et al., 2017). The systematic review found six articles that used marketing through brand and indicated that brand had a favourable effect on franchise performance and survival.

## Managerial Capability

Managerial capability is essential to manage efficiency and gain financial success (Calderon-Monge et al., 2017). Strategic management decision or strategy (Sakolnakorn & Tepsing, 2013), managerial talent (Kosová & Lafontaine, 2010), monitoring or governance capability (Antia et al., 2017; Chiou et al., 2004), management experience (Bates, 1998) knowledge management (Chiou et al., 2004, Hshieh et al., 2020) and business or organizational know-how (Perrigot et al., 2020) capability is significantly important to achieve franchise success, continuity, and survival. Based on the systematic review, the result shows that managerial capability has been the primary determinant of a franchise's ability to survive in the longer term (Ayup-Gonzalez et al., 2019), through the crisis (Bates, 2014) and to the extent of challenge of going international (Perrigot et al., 2020). The outcomes of the review show eight articles discussing the internal managerial of the franchisor as the fundamental of business survival that refers to the year of business operation, availability of future plans and diversity of product and service range, firm survival concept, continued operations, ownership, and solvency (Josefy et al., 2017).

## Value Proposition

Austin (2020) mentioned that a firm creates value and captures value to earn business success. A value proposition is value delivery and exchange that impacts relationships and shapes perception value through marketing strategy, product positioning, and advertisement. The value proposition significantly affects firm performance (Frow et al., 2014). It can be considered as a customer value proposition, employee value proposition, and value proposition with supplies (Asgharian Bourkheili, 2015). Most articles discuss customer preference and need as value propositions because franchise survival (especially retail franchising) depends on consumer spending (Babin & Darden, 1996) and customer attribute (Min & Min, 2011). Therefore, to maintain profitability and sustain the operation, the franchise needs to include customer satisfaction in franchise decisions, namely pricing strategy, continuous product development (Sakolnakorn & Tepsing, 2013), and service improvement (Min & Min, 2011). This fostering factor was rarely used in literature. The results of systematic reviews recorded that only four out of 36 papers used value propositions (focusing on consumer satisfaction or consumer value) to illustrate the survival ability of franchise businesses.

## Franchisor and Franchisee Relationship

Franchising relationship is the 'duty of good faith' (Terry & Di Lernia, 2009). It is related to agency theory, where the franchisor is the 'principle,' and the franchisee is the 'agent' that significantly affects franchise performance (Chiou et al., 2004; Madanoglu & Castrogiovanni, 2018). This issue has been widely discussed and investigated in franchising literature (Sanfelix & Puig, 2018). Mutual relationships, collaboration, and good communication between these two crucial parties almost exclusively rely on franchisor integrity,

capability, leadership, and support (Kremez et al., 2022; Sanfelix & Puig, 2018). Maximize the franchisee satisfaction in the franchising system and avoid franchisee exit and intention to remain in the system (Adeiza et al., 2017; Frazer & Winzar, 2005) to prevent franchisee failure (bankruptcy) (Antia et al., 2017), maintain franchise network (Abdullah et al., 2008), and sustain franchise operation and success (Kremez et al., 2022). Most articles reviewed demonstrate that entrepreneurship is the primary factor of franchise success and survival (10 articles). Franchising relationships also strengthen franchise managerial capability, especially in knowledge management (transfer), to survive crises (e.g., pandemic crisis) (Chiou et al., 2004 et al., 2020). In a franchising relationship, the chain operator contracts with independent entrepreneurs (i.e., franchisees) who invest their capital in the outlet with the franchisor's business format. The component corresponds to the franchisor's governance (Madanoglu & Castrogiovanni, 2018), knowledge transfer, and abilities they bring to the relationship, while the franchisee contributes to royalties/fees (Sanfelix & Puig, 2018; Terry & Di Lernia, 2009). To secure the acquisition, the franchisee delivers knowledge and experience in understanding the local market, innovation processes, and consistent royalty payments (Sanfelix & Puig, 2018).

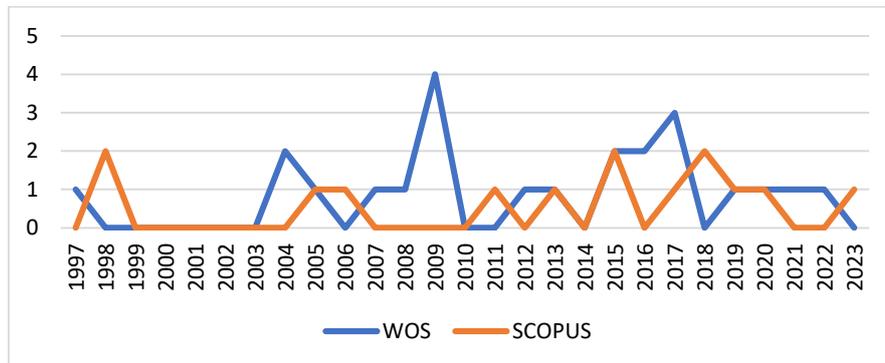
### Franchise Resources

Franchise resources have significant effect on franchise survival, development, and growth (Calderon-Monge et al., 2017; Coleman et al., 2013; Esteve-Pérez & Mañez-Castillejo, 2008). Financial resources are a monetary asset that can be assessed by evaluating an owner's ability to employ internal and external monetary resources. Seven articles from the systematic reviews examined franchise survival by means of franchise resources, especially financial assets, as the main factor in sustaining franchise business. Most research investigate franchise financial indicators such as investment, financial leverage, general solvency, profitability, general liquidity, and financial autonomy to measure survival rates, performance and probability to survive. Hence, financial resources also are the primary determinant of franchise performance, growth (Lafontaine & Shaw, 1998). Without the financial stability, franchise will be at risk of failure and bankruptcy (Calderon-Monge et al., 2017). Other franchise assets such as age, size, and multi-unit franchises (outlets) also determinant franchise capacity to reduce the risk of failure and exit (Frazer & Winzar, 2005). The capacity of resources enables the implementation of execution plan during crisis (Obrenovic et al., 2020) to adapt, recover and survive (Bates, 1998; Calderon-Monge et al., 2017). The age of franchising secures franchise capabilities, experience, brand name, and other resources. COVID-19 impact to business can be seen through high business exit or bankruptcy because of insufficient financial and managerial resources and unprepared for such disruptions. Therefore, access to financial support from government grants or funds (Abd Aziz et al., 2022) will help the franchise to enhance its ability to sustain the catastrophe that has gone longer than expected.

### Entrepreneurship

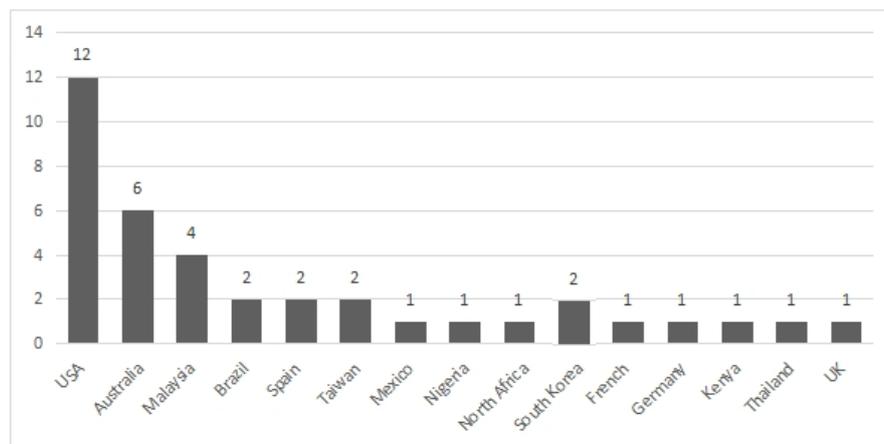
Entrepreneurial success in preventing loss, business failure, and involuntary exit is a person-oriented and individual success. Studies also found that entrepreneurial, firm and industry-specific characteristics are important factors that should be implies in firm survival analysis. Entrepreneurship is considered a means to sustain the continuity and growth of businesses (Vimala et al., 2021) while also advancing society and human development (Franco & Haase, 2013; Othman & Othman, 2021). The entrepreneur's level of education, gender, minority status, and prior experience in the business all have been shown to affect the chances of survival and growth of new business ventures in general, and hence should be important predictors of new franchisor success as well, at least in the initial stages of the chain's development (Lafontaine & Shaw, 1998). The entrepreneur domain also constructed from relevant experience, knowledge capital and capability, risk attitude, self-managerial competency, and skill that determine the positive motivation and intention to remain in the franchise system (Lafontaine & Shaw, 1998; Weaven et al., 2009). Entrepreneurial competencies as individual specific factors contribute to business growth and survival rate (Coleman 2013). Entrepreneurship includes entrepreneur capability as the human capital asset (Bates, 1990), entrepreneur characteristics and entrepreneur orientation which is the business owner strategy conduct, attitude, and asset ownership (Barbosa, 2017). Entrepreneurship of both franchisor and franchisee (Weaven et al., 2018), especially risk-taking capability, is the prominent survival ability of franchises (Bates, 1998). At the same time, entrepreneur motivation in goal attainment will create a franchisee's intention to remain in the franchising system (Hizam-Hanafiah & Li, 2014). The result from

the review shows that most article examine entrepreneurial attributes, characteristics and orientation as the drivers of business success, sustainability, and survival.



**Figure 2:** Line Graph of Franchise Survival Ability Article in SCOPUS and WOS Database.

Overall, Figure 2 shows the trend of franchise survival ability in the Scopus and WOS databases. The graphic demonstrates how academic study on franchising has grown in recent years. Prior empirical research has concentrated on social franchising, education, and retailing; less research has been done on franchises in the food and beverage industry (6 articles), laundry and sports (3 articles), and hospitality (3 articles). Studies pertaining to this franchise generally follow the Asian economic crises that took place around the years (1997–1998) and the Great Financial Crisis (2008–2010). The Pandemic Recession at the end of 2019 will have a significant influence on business, yet there are currently very few franchise studies. In this regard, more research needs to be focused on the franchise industry by focusing on business survival, given that the franchise industry is essential and significant to the national economy.



**Figure 3:** Articles by Geographic Focus

As shown in Figure 3, the empirical studies were conducted in vastly various geographical contexts, with the majority focusing on the United States (12 articles), Australia (6 articles), and Malaysia (4 articles). The United States is where franchising was established and developed, and western countries have dominated the franchise retailing model; thus, more research has been done on this topic in these continents. Interestingly, the franchise study is increasing in developing countries that have gained great attention from the government, such as Malaysia. The government introduced the Franchise Development Programme (FDP), a marketing programme based on the Malaysian-incorporated concept that seeks to develop entrepreneurs and small and medium-sized companies (SMEs) in commercial and industrial services through franchising. FDP seeks to expand the number of franchisors, master franchisees, and franchisees as well as introduce local goods and services into the franchise industry. Firm survival ability depends on capability and resource availability (Tsiapa & Batsiolas, 2019; Day, 2013). The ability to respond to external shock and manage tangible and intangible resources through firm capability and strategy creates positive

revenue and increases performance and survival ability (Barney, 1991). In addition, the use of theory in a study might be seen as the essential or central component of research. Based on Mkhomazi and Iyamu (2013), one of the most important aspects of supporting theories is that they incorporate both the technical and social contexts of the events being studied. Overall, the literature review analysis yielded numerous ideas that fit their purpose and analysis, such as The Resource-Based View, Agency Theory, Entrepreneurial Theory, and Institutional Theory, among others. However, half of the reviewed articles did not address the underlying theory.

**Table 2:** Theories Used in the Review Articles

Theories	Number of studies
Agency Theory	8
Resource-Based Theory	5
Entrepreneurial Theory	2
Signaling Theory	1
Transaction Cost Economics	1
The Theory of Rational Action	1
Conservation of Resources Theory	1
Theory of Planned Behavior	1
Human Capital Theory	1
Institutional Theory	1
Psychoanalytical Theory	1

Based on RBV theory, several internal and external factors affect franchise survival, including financial, physical, human, and technological resources (Hernandez, Galvis & Capacho, 2020; Tehseen et al., 2019). Besides that, Audretsch (1991) hypothesized from the Resource-Based Theory of the Firm, firms' strategies that allow developing firm-specific assets, such as carrying out advertising and marketing through brand (Gills and Combs, 2009), creating values (value proposition) and innovation positively affect survival prospects. Franchising intangible resources, human resource capacity, and entrepreneurs positively correlate with organizational performance (Alnachef & Alhajar, 2015) and business survival (Hernita et al., 2021). As indicated in Table 2, the most prominent theory utilised in the franchise study was the Agency theory, since the majority of franchise survival ability was influenced by franchisor support, franchisor and franchisee mutual relationships, and good networking. According to Otungu et al. (2011), agency theory is a management method where the agent serves on behalf of the principal, according to the contract to gain better benefit for both parties. Using agency theory, franchisors can better understand the challenges they may face when dealing with franchisees, and they can develop strategies and mechanisms to mitigate potential conflicts of interest and foster successful long-term relationships within their franchise systems. Therefore, to retain business, close relationships among these parties are crucial and should be fostered at all times, especially during economic crises. However, agency theory alone cannot explain the franchise's survival ability. As a result, RBV theory should be integrated to describe franchise survival capabilities in terms of internal and external resources, as well as the ability to integrate, create, and reconfigure internal capacity and manage a fast-changing environment (Teece, Pisano & Shuen, 1997). Therefore, theories enable researchers to gain a more holistic and comprehensive understanding of the subject matter, facilitating the exploration of complex relationships and factors that influence the observed outcomes.

### Conclusion and Recommendations

This systematic review investigates decades of literature from Scopus and WoS to investigate franchise survival abilities. Analysis of 37 relevant studies reveals that franchise survival ability is defined as the capacity to sustain business operations and ownership over time, accomplished through consistently creating competitiveness, wealth, and organizational value. Its findings give valuable insights for scholars and policymakers seeking to improve franchise survival, particularly during economic downturns. The study reveals a rise in interest in franchising survival research, which has led to the development of seven core topics that concentrate on internal factors, including marketing, value proposition, management competency, franchisor-franchisee relationship, franchise resources, entrepreneurship, and others. The fostering elements outlined are crucial to enhancing franchise performance and survivability over economic

cycles, ultimately leading to a more robust franchise industry. Therefore, this study's insights have the potential to make a significant impact in the field and are likely to interest a wide range of readers, including practitioners and researchers alike. The survival ability included in the review covers the franchise's survival rate analysis, intention to stay or remain or retain, success, failure, exit, and long-run performance. Furthermore, several additional elements, mainly external influence, may significantly influence franchise survival, which should be investigated further. Future research should concentrate on identifying and validating the internal and external factors that correspond to franchise survival abilities, exploring other areas of franchising, such as external franchise support and social capital, and identifying new theories to explain survival ability better. Besides, future researchers should also look at the potential mediating or mediator effect of franchise survival ability and the relevant franchise factors survival, such as the franchise support system such as government, franchise association, and other franchise-related agencies support to establish better prevention and recovery system in the franchise industry.

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