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**ORGANIZATIONAL AND ECONOMIC ASPECTS
OF THE DEVELOPMENT OF ECOLOGICAL FRANCHISING
IN THE CONTEXT OF GLOBALIZATION OF THE WORLD ECONOMY¹**

In the conditions of martial law, franchising has every chance of becoming an effective method of organizing and developing digitized and mobile business in Ukraine. The relevance of the study is related to the need to substantiate and disclose the main principles on which franchising operations are built in the conditions of globalization of the world economy. The purpose of the work is to propose key environmental aspects of franchising relationships in the context of innovative production processes, to identify their characteristic features, and to present an update. The research used scientific methods of analysis and synthesis, deduction and induction, generalization and grouping, and the tabular method, which allowed us to present the main advantages and socio-economic benefits for the franchisor and the benefits for the franchisee in terms of a matrix analysis of the results of work under the ecological franchising system. The authors managed to describe the constituent principles of cooperation under the terms of franchising and consider the priority elements of franchising according to P. Kotler. It was found out what risks the franchisor and franchisee may face in the course of cooperation. The authors provided a general description of environmental franchising through the prism of relationships. It is indicated that important components are green marketing; energy efficiency and waste reduction; uninterrupted ecological sources of supply, environmentally friendly operations and sustainable ecological supply chains; functioning on digital platforms; regulatory requirements, green incentives. The opinion is expressed that strengthening the business through ecological franchising as part of the post-war reconstruction of the national economy can become the driver and point of growth that the Ukrainian government is currently looking for. The authors emphasized that ecological franchising can be a high-quality, promising form of long-term and strategic business cooperation between various giant companies and SME on mutually beneficial terms of providing them with licenses, trademarks, a proven business model, business ideas, and projects.

Keywords: *environmental franchising, franchisee, franchise operations, marketing research, franchise market, environmental technologies, economic convergence.*

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ОРГАНІЗАЦІЙНО-ЕКОНОМІЧНІ АСПЕКТИ РОЗВИТКУ ЕКОЛОГІЧНОГО ФРАНЧАЙЗИНГУ В УМОВАХ ГЛОБАЛІЗАЦІЇ СВІТОВОЇ ЕКОНОМІКИ

В умовах воєнного стану франчайзинг має всі шанси стати ефективним методом організації та розвитку відцифрованого і мобільного бізнесу в Україні. Актуальність дослідження пов'язана із необхідністю обґрунтування і розкриття головних принципів, на яких вибудовуються франчайзингові операції в умовах глобалізації світової економіки. Мета роботи полягає в тому, щоб запропонувати ключові екологічні аспекти франчайзингових взаємозв'язків в умовах інновації виробничих процесів, визначити їх характерні особливості, представити актуалізацію. Для здійснення дослідження використано наукові методи аналізу й синтезу, дедукції та індукції, узагальнення і групування, табличний метод, що дозволило представити головні переваги й соціально-економічні корисності для франчайзера та вигоди для франчайзі в розрізі матричного аналізу результатів роботи за системою екологічного франчайзингу. У результаті авторам вдалося описати складові принципи співробітництва за умовами франчайзингу та розглянути пріоритетні елементи франчайзингу за Філіпом Котлером. З'ясовано, які ризики можуть спіткати франчайзера і франчайзі в ході співробітництва. Авторами надано загальну характеристику екологічного франчайзингу крізь призму взаємозв'язків. Вказано, що важливими складниками є зелений маркетинг; енергоефективність і скорочення відходів; безперебійні екологічні джерела поставок, екологічно чисті операції та сталі еколанцюги поставок; функціонування на цифрових платформах; нормативні вимоги, зелені стимули. Висловлена думка про те, що посилення бізнесу за екологічним франчайзингом в частині повосенної відбудови національної економіки може стати тим драйвером та точкою росту, який уряд України наразі шукає. У висновках автори наголосили, що екологічний франчайзинг може виступати якісною перспективною формою довготривалої і стратегічної ділової співпраці між різноманітними компаніями гігантами та малий і середній бізнес на взаємовигідних умовах надання їм у використанні ліцензій, торгових марок, апробованої бізнес-моделі, бізнес-ідеї, бізнес-проекти.

Ключові слова: екологічний франчайзинг, франчайзі, франчайзингові операції, маркетингові дослідження, ринок франчайзингу, екологічні технології, економічна конвергенція.

Introduction. In the conditions of martial law, franchising has every chance of becoming an effective method of organizing and developing a digitized and mobile business. Franchising allows you to reduce the number of risks for the business owner by using well-known brand and a proven business model in conditions of augmented virtual reality and accelerated digitization of business processes.

Ecological franchising is considered the most democratic tool for conducting digitized business in the conditions of mobility and institutional and structural changes. This is due to the fact that by developing its own franchise network, the franchisor brings to new markets and territories not only its own trademark and production methods, but also high norms and standards that its products meet, and ecological franchising is one of the tools for shaping the ecological and innovative development of the global economy [2, p. 135].

Materials and methods. The names of A. Berezniak [6], K. Drygol [4], T. Grigorenko [3], N. Gorin [2], O. Zaprudska [10], L. Ivashyna, Yu. Tikhonenko [12], I. Ilyashenko [5], K. Kraus, N. Kraus, Yu. Radzikhovska [9], N. Kozii, V. Kizilova [7], F. Kotler, H. Kartajaya, A. Setyavan [8], M. Sytnytskyi [11], S. Shutka [13],

etc. are associated with the study of general aspects of the formation and development of franchising as a progressive form of business in the world under conditions of economic convergence and the world practice of benchmarking.

At the same time, a significant number of problems, such as the model for the formation and development of ecological franchising, the tools and basic components of the implementation of ecological franchising within the digitalized global world-system, remain insufficiently disclosed. In addition, there is no clear understanding of the content of the ecological aspects of franchising relationships.

The purpose of the article is to propose key environmental aspects of franchising relationships in the context of the innovation of production processes, to identify its features, to present their actualization; to indicate the basic elements of franchising according to F. Kotler; to present a matrix analysis of the results of work on the system of environmental franchising in the context of the globalization of the world economy; to identify the organizational and economic principles on which franchising is built in the context of the convergence of economies.

Results. In the process of globalization and internationalization of the world economy, the development of franchising activities in the world is one of the most progressive [7, p. 47]. Franchising increases budget revenues, promotes the use of innovations, the active application of environmental technologies, the attraction of foreign investment into the national economy, increases the number of jobs, and improves employment, which ultimately contributes to economic growth and economic recovery [4, p. 22].

The definition of franchising and franchisee by scientists V. Mishura, K. Buylova, O. Zaprudska, who interpret “franchising (privileged entrepreneurship, commercial concession) as a form of long-term business cooperation, in the process of which a large company – the franchisor (rights holder) grants a little-known company – the franchisee (user) a license (franchise) to produce products, trade in goods or provide services under the trademark of the rights holder in a limited territory for a period and under the conditions specified in the franchise agreement” deserves scientific attention [10, p. 60].

Ukrainian researchers Y. Kakhovych, O. Turko and A. Berezhnyak interpret franchising as “one of the means of organizing a business, where the owner (franchisor) transfers to an entrepreneur or company (franchisee) the right to sell goods (services) of this company in exchange for the franchisee’s obligation to sell these goods (services)” [6, p. 35]. The effectiveness of franchising depends on compliance with its basic principles (Fig. 1).

Franchising can be called a “turnkey” business. There is no need to develop business plans, and business

concepts, conduct marketing research to find promising industries, study the target audience, its characteristics and interests, build a company’s reputation over many years, and reduce the use of various methods and effective business processes [7, p. 49].

We share the opinion of Ukrainian scientists N. Gorin and S. Oginok in part that ecological franchising is an extremely progressive direction of business in the course of its digitalization. This is due to the fact that using the latest ecological technologies and environmentally friendly products, production quality standards are raised, and consumer welfare increases, the harmful impact on the environment is reduced, and the risks of ecological disasters that have irreparable socio-economic consequences are reduced [2, p. 135].

In the conditions of martial law in Ukraine and the actualization of the issue of accelerated post-war reconstruction, there is a need to develop ecological franchising. After all, “the franchisor in the implementation of ecological franchising of the business format can be an enterprise that extracts raw materials, a manufacturer of environmentally friendly and safe goods, a wholesaler, or retailer, an enterprise. The sphere of ecological services can only be the owner of rights that are transferred to the franchisee under the contract on certain conditions. But, at the same time, all enterprises operating in the system of ecological franchising of the business format must work according to a single methodology, in a single corporate style, and adhere to general corporate interests” [5, p. 125].

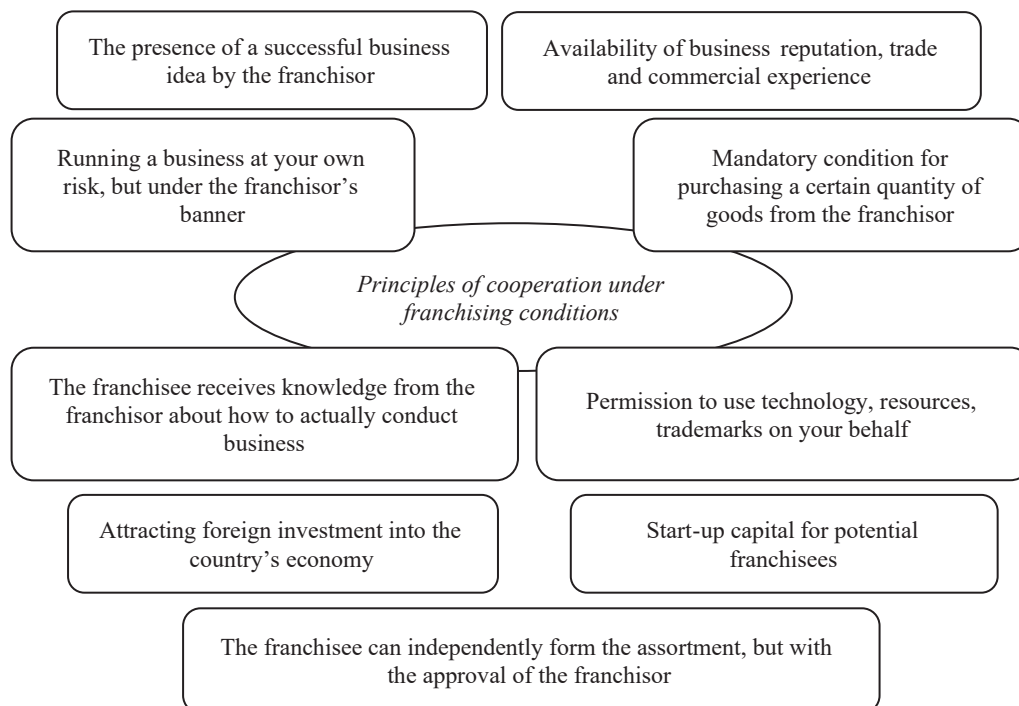


Figure 1 – Principles on which franchising is built in the context of economic convergence

Source: grouped based on sources [6, pp. 37–38; 11, pp. 57–58] and own observations

We are convinced that the main elements of franchising were presented quite successfully by F. Kotler (Fig. 2).

In light of the issues of the environmental disaster in the frontline territories of Ukraine, we believe that

domestic businesses should focus on the development of business relations under environmental franchising. A matrix analysis of the results of work under the environmental franchising system is presented in Table 1.

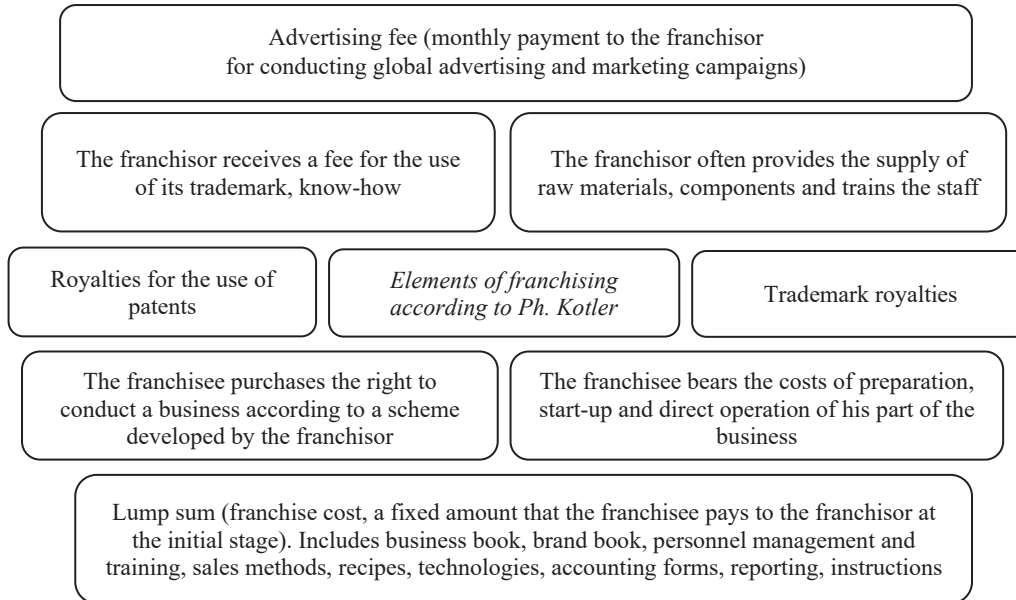


Figure 2 – Elements of franchising according to Philip Kotler

Source: grouped by source [8]

Table 1 – Matrix analysis of work results under the ecological franchising system

	Advantages and socio-economic benefits for the franchisor	Advantages, benefits and usefulness for franchisees
Contents and their features	<ol style="list-style-type: none"> 1. Expansion and growth in business does not require complicated management 2. Royalty and increased sales, which allows you to plan business development in new directions 3. Effective personnel management. Motivation of work 4. Reduced need for capital 5. Development of a franchise network leads to brand advertising 6. Capitalization. Growth rate in business 7. Successful startup of a novice entrepreneur 	<ol style="list-style-type: none"> 1. Opportunities for choosing an industry 2. Brand recognition 3. Opportunities for reducing risk 4. Use of a proven business system 5. Successful market entry is ensured. Simplified process of entering new markets 6. Advertising and marketing costs are minimal 7. Access to the franchisor’s knowledge base 8. Guaranteed supply system 9. Buying a franchise can be an option for diversification from a related industry 10. A franchise package allows you to run a business successfully without having previous experience in business and industry
Franchisor Risks / Disadvantages for Franchisees	<ol style="list-style-type: none"> 1. Loss of reputation (goodwill) and trust 2. Lack of support 3. “Growing up” competitors 4. Loss of exclusivity 5. Inability to fully control quality 6. Limitations in development 7. Income is lower than it could be from its own network 8. Complexity of the procedure for lending to small businesses 9. Frequent changes in tax legislation in the last 5 years 	<ol style="list-style-type: none"> 1. Obligation to purchase raw materials and products from suppliers specified by the franchisor, where prices may be inflated 2. Rules and restrictions set by the franchisor must be followed 3. Rarely have an impact on centralized marketing and advertising issues 4. Strict restrictions may be imposed on franchisees to exit the business, to open a competing organization within a certain period and territory 5. Imperfection of the legislative framework for franchise relations

Source: grouped based on sources [7, p. 49; 12, pp. 50–51; 10, pp. 61, 63; 11, p. 58; 5, pp. 127–128; 13, pp. 214, 216–217; 6, p. 38; 1, p. 88] and own observation

Currently, the franchising market has a number of advantages for the Ukrainian economy. It can be a starting point for the development of small and joint digital enterprises that will be engaged in innovative activities [10, p. 61]. Franchising in Ukraine began to develop in the mid-1990s, but its active growth dates back to 2004. Franchising is most widely used in Ukraine in the food sector, in public catering, in the field of household goods, and in medical laboratories. In 2022, 592 franchisor companies were registered in Ukraine, and more than 24 thousand franchised facilities were registered [13, p. 214]. Thus, it becomes obvious that franchising as a form of business is developing quite dynamically today, since it is a simple way for enterprises to enter global markets and doesn't require significant investment resources to start a business [7, p. 47].

The environmental aspects of franchising relationships that should be taken into account during the expansion of franchising are presented in Table 2.

Ecological franchising allows you to create stable and flexible business networks that pursue ecological interests. Ecological franchising promotes innovative

and ecological development and expansion of small businesses without investing significant personal funds and provides an opportunity to achieve maximum results in a short time [3, p. 146]. Franchises for the distribution of organic food products and environmentally friendly fashion clothing, as well as for the distribution of green spaces, are becoming relevant for consumers.

Conclusions. Strengthening the business of ecological franchising as part of the post-war reconstruction of the national economy can become a driver and a point of growth that the Ukrainian government is looking for. We assume that ecological franchising can act as a high-quality, promising form of long-term business cooperation between a giant company and SMEs on favorable terms, providing them with licenses, trademarks, a proven business model, and a business idea.

Further scientific research should be conducted in terms of developing a high-quality and effective mechanism for ecological franchising, aimed at digitizing Ukrainian food production and tourism business and strengthening the innovative and ecological component of the agricultural sector.

Table 2 – Environmental aspects of franchise relationships

An important ingredient	General characteristics	Usefulness and effect of implementation
Uninterrupted green supply sources, green operations and sustainable supply chains	Conducting environmental audits of supply chains. Using environmentally friendly packaging, reducing waste, minimizing carbon content during the production and transportation of goods.	Consumer expectations are met. The level of risk in the supply chain that could be caused by environmental factors is reduced.
Green marketing	Using websites, social media, engaging communities in environmental projects, planting trees, cleaning parks, city beaches, and supporting environmental education programs.	Allows you to distinguish your brand from a crowded market and create a loyal customer base.
Energy efficiency and waste reduction	Introduction of energy-efficient technologies into production chains. Use of smart thermostats and LED lighting. Optimization of heating and cooling systems.	Consumer values achieved. Gradual achievement of sustainable development goals. Adherence to ethical and environmental principles.
Functioning on digital platforms	Digitize business processes. Optimize energy and technology consumption. Implement technological innovations (e.g., use electric vehicles for delivery services; Internet of Things devices to monitor and reduce energy consumption in real time).	Minimize paper bureaucracy, thereby reducing paper use and preserving nature.
Regulatory requirements. Green incentives	Implementing strict environmental rules and regulations regarding carbon reduction and composting of organic waste. Encouraging franchisees to achieve sustainable development indicators through the introduction of incentives.	Adherence to responsible, ethical business eco-practices.

Source: grouped based on sources [14; 15; 16]

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