

FRANCHISING IN ORGANIZED RETAIL IN HARYANA: ISSUES AND OPPORTUNITIES

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ABSTRACT

The robust economy of Haryana, along with steadily increasing levels of consumer demand, translates to significant new business potential for retail franchises. This paper investigates the potential and difficulties in depth, thereby providing insights into the changing environment of organized retail in Haryana. Results highlight the main issues faced by the organized sector, specifically in the five districts of Haryana: Ambala, Faridabad, Gurugram, Kurukshetra, and Panchkula. Data have been collected from a sample of 320 respondents of different age groups for the investigation of the study. From the results, it has been found that at 0.86, brand reputation and training and support are favorably connected. Famous brands train and aid franchisees more, where a high brand reputation aligns with comprehensive training. Marketing assistance and brand reputation are positively associated (0.89). High correlations between territory protection and high royalty fees (0.77) suggest that territory protection is linked to higher royalty fees. The R-squared of 0.69

suggests the model explains many franchising fluctuations. This high F-value indicates that the model is statistically significant, with an F-statistic of 116.24. Research indicates that brand reputation, training and support, and territory protection improve franchising model effectiveness. However, large royalty payments and statistically significant disputes hurt franchising. It highlights the necessity of adopting a strategic and flexible approach in order to succeed in an ever-changing industry. According to the findings of the study, there is great potential for franchising in Haryana's organized retail sector. This, however, is contingent upon franchisors being able to manage the difficulties and effectively engage with local partners.

Keywords: Franchisors; Foreign Direct Investment (FDI); Information Technology (IT); Indian Enterprises; Organized Sector; Retailers.

INTRODUCTION

Many global firms are vigorously pursuing business potential in India and developing retail networks with significant Indian

enterprises. There are several views on the effects of expanding and consolidating the organized retail business in the country (Sharma et al., 2021). Training, money, the arts, clothes, and retail industries worldwide embrace the franchising business model. The overall number of franchised enterprises in India has increased due to looser foreign investment restrictions (Anand, 2019) and more permissive regulations (Naik & Suresh, 2018). Bata, a famous shoemaker, was an early Indian franchisor. Coca-Cola and other multinationals followed Bata into the business. Indian enterprises like NIIT, Apollo Hospitals, and Titan Watches are inventive and successful (Singh & Bindra, 2010). The Indian retail industry is predicted to grow from US\$330 billion in 2007 to US\$640 billion in 2015 (Chawla et al., 2019). The organized retail sector, which is growing at a 22% compound annual growth rate (CAGR), is expected to account for 21% of total expenditure. Unorganized retail sales are expected to rise to \$496 billion in 2011-12 from \$309 billion in 2006-07 due to a 10% compound annual growth rate (Joseph, 2008). As more well-known foreign companies set up shop in India by adapting their business models to local tastes and shopping habits, the organized retailing sector is expected to grow significantly in the coming years (Singh, 2014). Retail sales took up 33–35% of India's GDP in recent years, but just 20% in the US. One explanation is that India has a larger population than the United States. A study called "The Windows of Opportunity" by AT Kearney found that India's retail market matured by 2006. Small family businesses and

kirana outlets helped India's retail industry grow early on (Kearney, 2007). India's retail industry is worth 330 billion US dollars and is expected to increase 10% yearly over the next few years. As India's retail sector is very young (Basu, 2013), opportunities are there for significant growth. This expansion has spurred growth and transformation in the organized retail sector (Koner, Roy, & Kumar, 2022), which includes franchised businesses. This development has greatly expanded the retail business (Phulia & Sharma, 2014). Franchise development in organized retail has received much attention in Haryana. Like many other Indian cities, Haryana's retail sector has grown and changed in recent years. This strategic expansion plan allows established retail firms to expand quickly and efficiently. Retail brands with loyal customers can expand into new areas of Haryana by capitalizing on consumer trust and familiarity (Kumaravel, 2016).

Strong communication, support, and understanding between the franchisor and franchisee are essential to brand and relationship maintenance. Haryana's unique legal and regulatory environment presents challenges. Taxes, licensing, and real estate laws can dramatically impact franchise profitability and viability (Reddy, 2012). However, franchisors must balance brand consistency with local customers' shifting tastes to succeed. This adaptability and collaboration may drive franchising growth in Haryana's organized retail industry (Atulkar & Kesari, 2014). The International Franchise Association (IFA) defines franchising as a continuing relationship in which the

franchisor licenses a business and provides support in organization, training, marketing, and management. The retail, communications, education, healthcare, automotive, IT, beauty, and tourism sectors are booming, fast-growing businesses (Jain & Jain, 2022). The large difference between franchised sales in India (15%) and the US (60%) shows the business's huge potential (Rahman, 2012). The organized retail business is growing rapidly, and outlets like Shoppers Stop, Lifestyle, and Westside are opening in the major cities of Haryana. Strategic planning requires retail format analysis at four stages: organizational mission, ownership alternative, goods and services category definition, and target setting (Welsh et al., 2006). Modern retail is expected to grow by 13%, but the top five retail companies make up less than 2% of the industry. Retail value is anticipated at \$350 billion (Mukherjee et al., 2020). Due to the importance of the organized retail sector, the prospects and problems of retail franchising in Haryana state have been studied in this paper. This research will help organized merchants develop ways to improve service quality in franchising businesses

RESEARCH METHODOLOGY

Sample Design

The sample included 320 disorderly stores from the cities. The survey sought replies from 50 respondents from Faridabad, 100 from Ambala, 60 from Kurukshetra, 60 from Gurugram, and 50 from Panchkula in the designated state of Haryana. Convenience sampling was used to select participants to

study unorganized retailers' attitudes toward organized retailing. The store's history was examined when choosing responders to ensure a wide age range. For demographic representation, the sample comprised respondents from diverse business segments. Many grocery, general, textile, and readymade clothing establishments were chosen to explore the unorganized retail sector's attitudes and viewpoints. Data from unorganized retailers was thoroughly collected for the research.

Questionnaire Development

A tightly structured questionnaire was created according to study guidelines. Data were collected directly from Haryana retail establishments. Secondary data came from books, scholarly publications, newspapers, and earlier studies. To understand Haryana's unorganized retailers' perceptions, challenges, and strategies in the context of organized retail's growth, this study used a mixed-methods approach, combining quantitative and qualitative data.

Analysis of Data

Statistical techniques like SPSS, MS Excel, correlation analysis, regression analysis, and ANOVA were used to analyze the collected data.

RESULTS AND DISCUSSIONS

Descriptive Analysis

The data were collected through the fiscal year of 2021-22 with the help of interviews.

The total number of respondents was 320 among the 5 selected cities, as given in Figure 1. A comprehensive breakdown of the age distribution among the respondents in different demographic segments is shown in

Fig. 2. The maximum number of respondents lies in the age bracket of 21-35 years, with a percentage of 44.38% of the total 320 respondents.

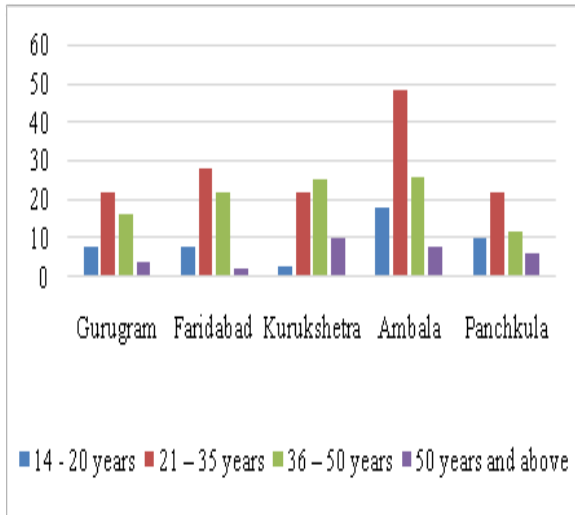


Fig 1: Age Group

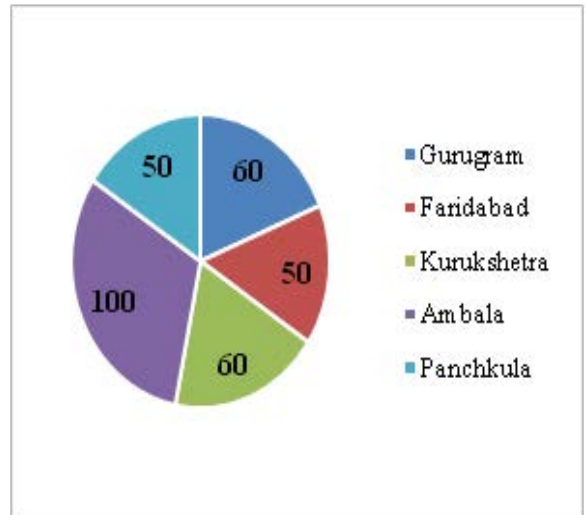


Fig 2: No. of Respondents

The income levels are shown by the data graph in Fig. 3 and are divided into four categories: “Below 10,000,” “10,000-25,000,” “25,000-40,000,” and “40,000 and above.” With 42.19% of the total, the income band labeled

“25,000-40,000” has the greatest percentage. Fig. 4 displays the following proximity ranges: “Within 2 km,” “2-5 km,” “5-10 km,” and “10 and above.” The largest percentage, 35.00%, is observed in the “5-10 km” distance range.

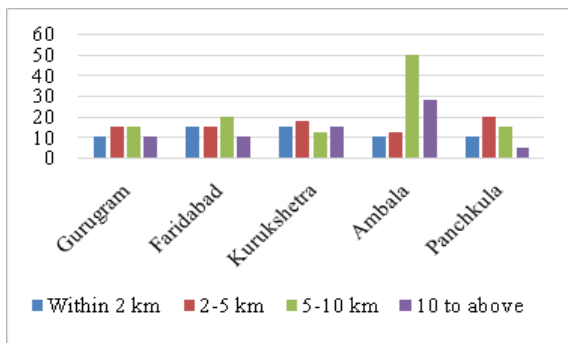


Fig SEQ Figure_4.* ARABIC 3: Family

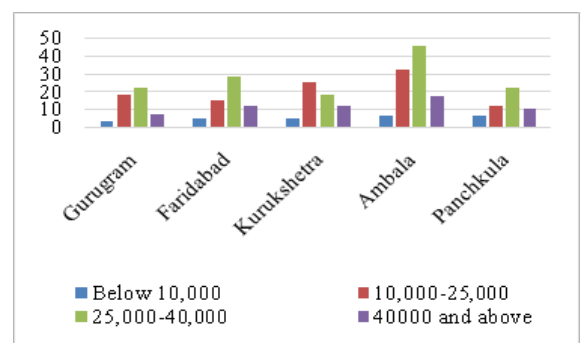


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The given data offers insightful information about the outlets' geographic distribution

and closeness to various locations within the chosen region.

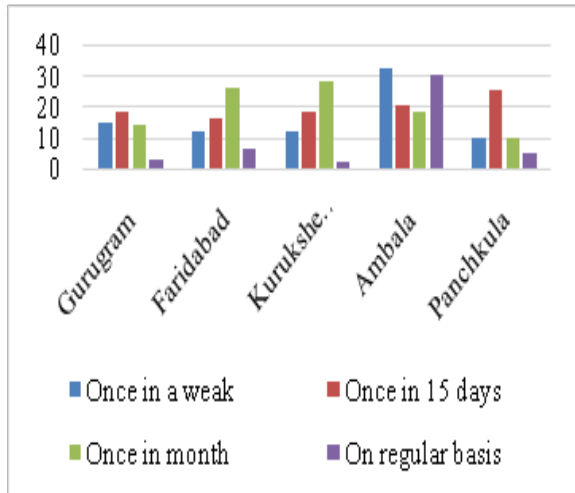


Fig 5: Frequency of Visiting

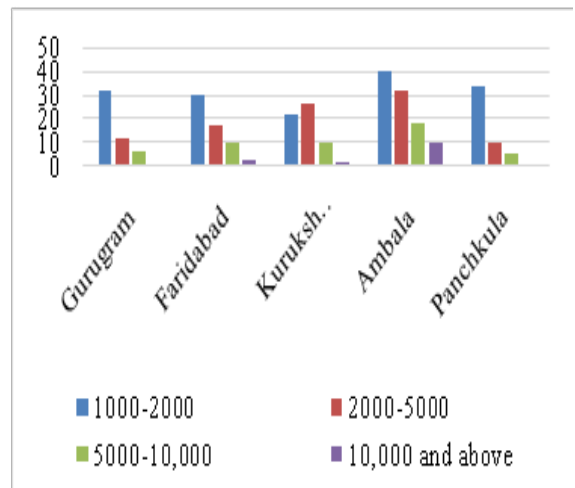


Fig 6: Amount spend/month

The Fig. 5 classifies visits of customers as “Weekly,” “Biweekly,” “Monthly,” and “Regularly.” Visitor frequency is highest at 30.31%

for “Once in 15 days.” The data reveals people’s visiting habits in different sections of the region.

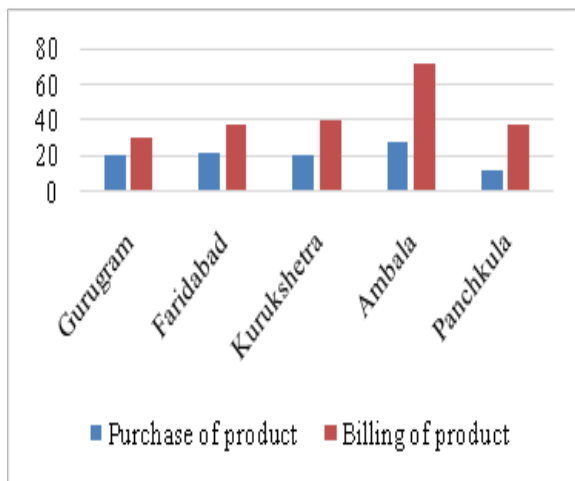


Fig 7: Part of Purchase Experience more

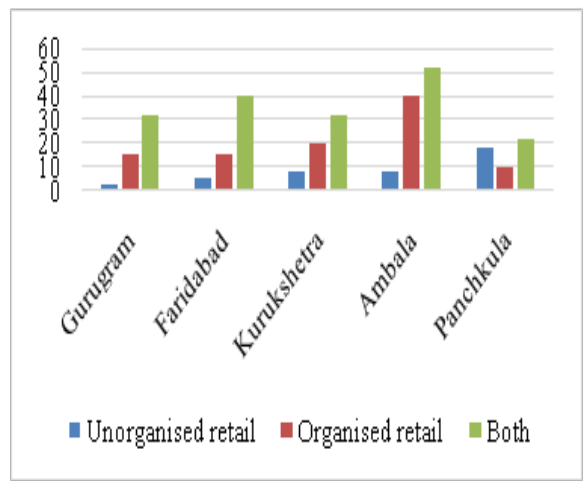


Fig 8: Shop at

There are four distinct groups into which the expenditure data is divided among five cities: “1000-2000,” “2000-5000,” “5000-

10,000,” and “10,000 and above.” Those who set aside money each month for expenses in the “1000-2000” bracket account for the

highest portion, or 49.38% (Fig. 6). Fig. 7 uses “Product purchase” and “Product billing.” It shows that 68.13% of participants find billing the most difficult element of the buying process. Only 31.88% of people think buying a product is harder. The data shown in Fig. 8 provides significant insights into client purchasing process perceptions across

regions. The graph shows three rows: “Unorganized retail,” “Organized retail” and “Both.” The survey shows that 55.63% of people prefer shopping at both organized and unorganized stores. Only 31.25% choose organized shopping, while 13.13% prefer unorganized retail.

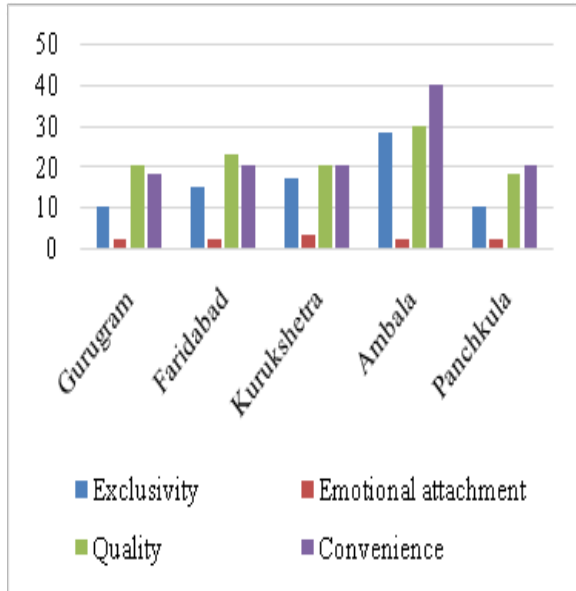


Fig SEQ Figure_4. * ARABIC 9: Why

The above data reveals regional purchasing tendencies (Fig. 8). Structured retail businesses are preferred by 36.88% of participants for convenience. Ambala has the most people who appreciate this, as shown in

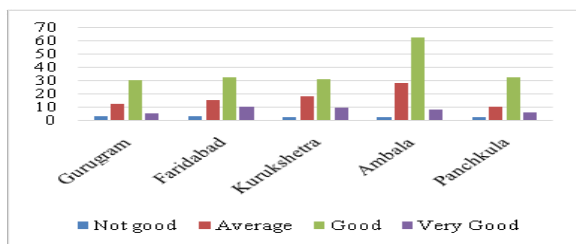


Fig 11: Customer service of organized retail

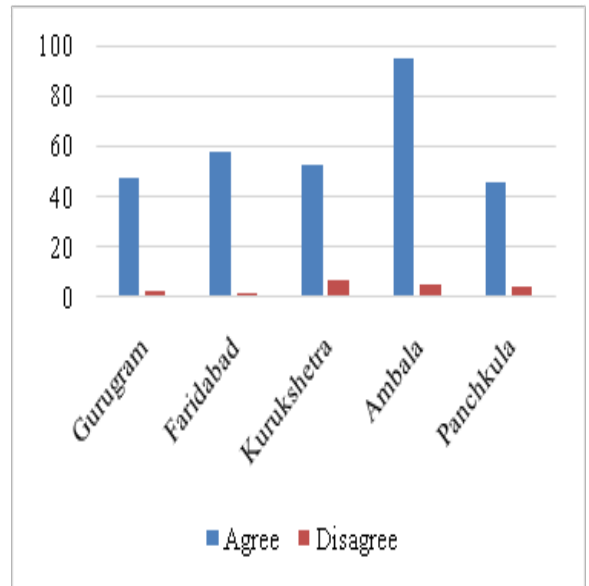


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Fig. 9. Organized retailing’s increased value is agreed upon by 93.44% of participants. Gurugram and Ambala have the most responses that agree with the argument, as revealed in Fig. 10.

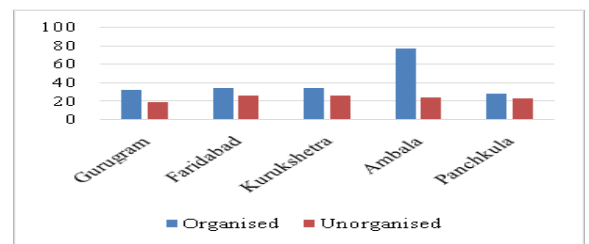


Fig 12: Sales service provided by organized retail

According to the data analysis, 58.44% of participants rated organized retail customer service positively. The highest percentage of participants rated customer service positively in Ambala. The graph in Fig. 11 shows participants' organized retail customer service opinions. Fig. 12 shows that 64.06% of respondents favor organized retail sales

services. Ambala has the most respondents who choose structured retail sales services. Unorganized retail sales services are preferred by 35.94% of participants. The data analysis shows that 53.13% of participants believe structured retail provides better customer service than unorganized retail.

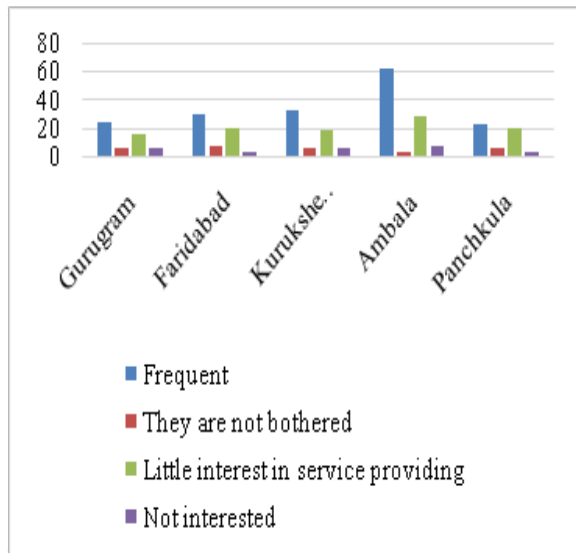
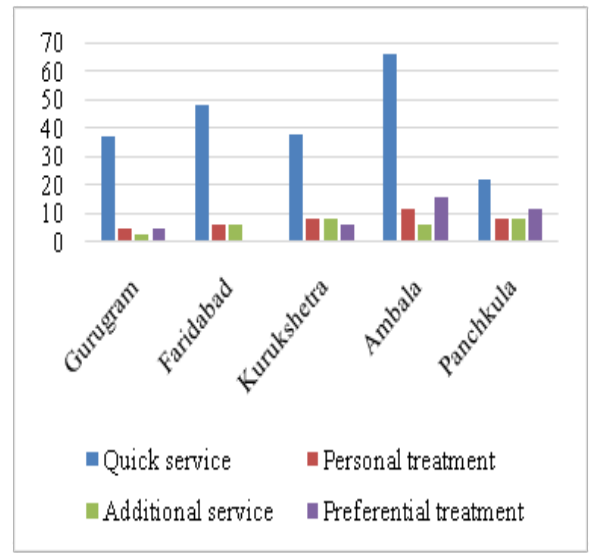


Fig SEQ Figure_4. * ARABIC 13: Customer

Ambala has the highest percentage of participants with this view, as shown in



Figure_4. Fig SEQ * ARABIC 14: Preference of

Fig. 13. Fig. 14 shows that 65.94% of participants chose "Quick service."

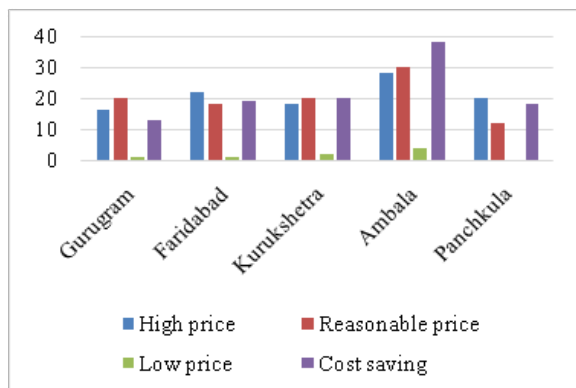


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Fig 16: Price strategy more attractive

The biggest percentage of people prioritize prompt service in Ambala. According to the data, 32.50% of participants view the pricing plan as “High price.” Faridabad had the most respondents with this view. A total of 31.25% of participants rated the cost as “Reasonable,” meaning they thought it was fair, as shown in Fig. 15. The data in Fig. 16 showed that 52.19% of participants prefer the “Discount” pricing option. Ambala has the most responses that like this strategy. A significant portion,

26.56%, prefers “Buy one get one free” deals, demonstrating a preference for offers that include an extra item for free. Faridabad prefers this marketing method more. A large number of participants, 49.06%, see overseas investors positively. Kurukshetra has the most satisfied respondents. Around 27.81% of respondents are “Highly Satisfied,” indicating that foreign investment benefits their region, as shown in Fig. 17.



Fig 17: Satisfied with entrance of foreign investor

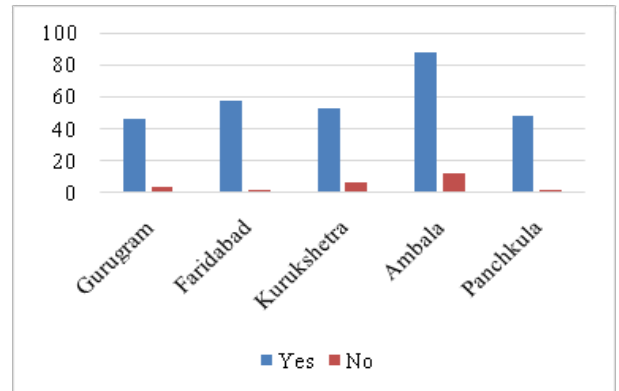


Fig 18: Role of foreign investors in enhancing organized retail

The majority of participants (91.56%) believe foreign investors improve organized retail. Ambala has the most people with this view. Only 8.44% believe foreign investment does not improve organized retail, as per Fig. 18.

Further, Fig. 19 represents that the majority of participants (92.81%) view investors’ impact on local actors as “Negative.” Ambala has the most unfavorable responses.

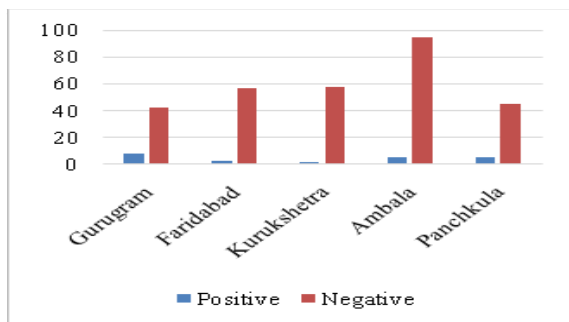


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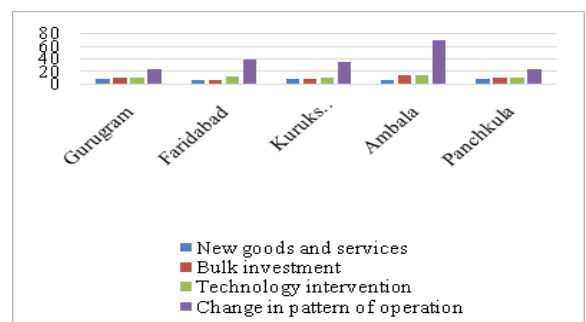


Fig SEQ Figure_4.* ARABIC 20: FDI enhance

However, only 7.19% consider the influence “Positive.” FDI boosts organized retail through a “Change in pattern of operation.” 57.50% of participants saw a significant improvement in this area. The biggest percentage of participants sees this transformation in Faridabad. “Technology intervention” was the second most mentioned feature (16.88%), as given in Fig. 20. Moreover, 80.31% of participants believe the

retail industry integrates IT. Most people hold this perspective in Ambala. A lesser number, 13.13%, describe the measure as “So-So,” suggesting they may not value it (Fig. 21). The main benefit of IT is “Security,” according to 35.63% of respondents. These people confirm that IT has improved security in various areas. Ambala has the most people who see this benefit.

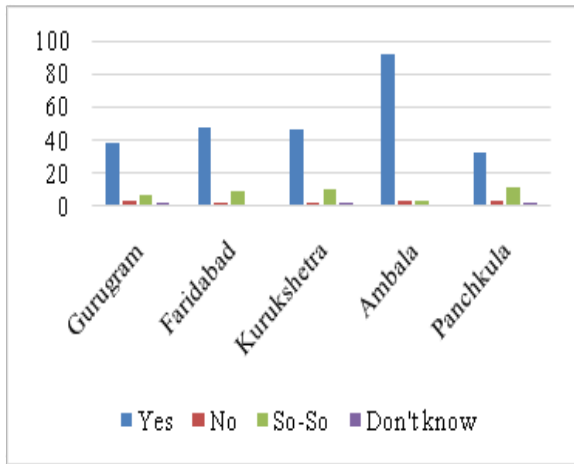


Fig 21: Intervention of IT assisted retail segment

Further, 30.94% of participants listed “Time saving” as the second most common benefit (Fig. 22). The IT intervention most popular among participants was “Electronic

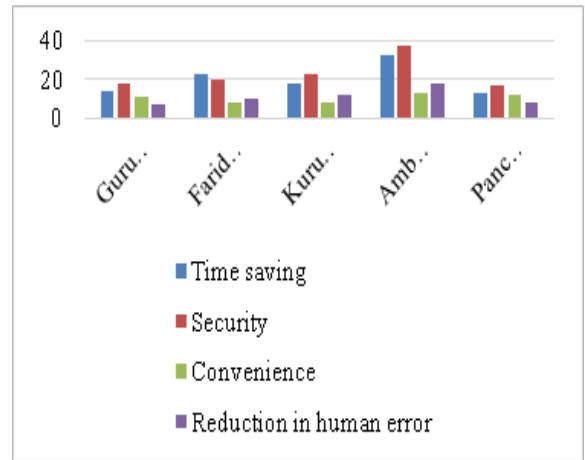


Fig 22: Specific benefit

billing,” reported by 51.56%. The second most preferred intervention was the “Electronic price tag,” picked by 35.31% of respondents.

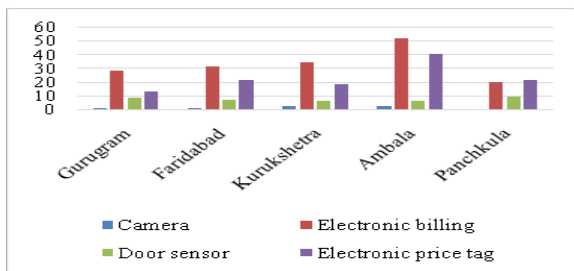


Fig 23: IT intervention you like most in retail outlet

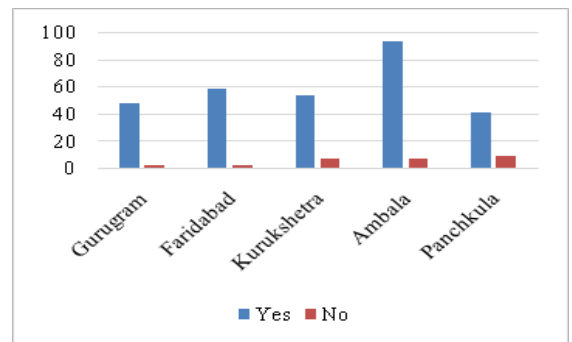


Fig 24: Has retail segment offered new platform to IT industry

A smaller percentage of respondents preferred “Door sensor” and “Camera,” with 11.25% and 1.88%, respectively (Fig. 23). In addition, 91.56% of respondents believe the retail industry has opened new doors for the IT sector. Most people with this view live in Ambala. Only 8.44% believe the retail sector has not been an innovative platform for the IT industry (Fig. 24). Most of the respondents (90.31%) agree that information technology is being integrated across disciplines. This opinion is most common in Ambala. A small percentage of respondents, 9.69%, disagree with the pervasive use of IT in various fields, as given in Figure 25.

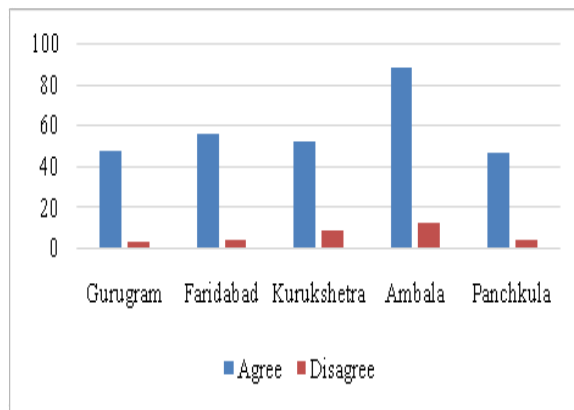


Fig SEQ Figure_4. * ARABIC 25: Present phase is

Results of Correlation: Table 1 shows the correlation matrix for different factors used for the analysis.

Table 1: Correlation Matrix

Factors	Brand	Training	Marketing	Conflicts	Territory	Royalty
Brand reputation	1.00					
Training and support	0.86	1.00				
Marketing assistance	0.89	0.92	1.00			
Conflicts	-0.26	-0.22	-0.22	1.00		
Territory protection	0.62	0.65	0.64	-0.41	1.00	
High royalty fees	0.77	0.82	0.84	-0.21	0.65	1.00

Brand reputation has a strong positive correlation with training and support (0.86), suggesting that higher brand reputation is often associated with better training and support. This may indicate that well-regarded brands invest more in training for their partners or franchisees. Brand reputation also shows a positive correlation with marketing assistance (0.89), implying that brands with a stronger reputation also tend to provide more

marketing support. There is a negative correlation with franchisee-franchisor conflicts (-0.26), suggesting that higher brand reputation is associated with fewer conflicts between franchisees and franchisors. Brand reputation has a moderate positive correlation with territory protection (0.62), ensuring territory protection contributes to a stronger brand reputation. The strong positive correlation (0.77) between high royalty fees

and brand reputation indicates that reputable brands often charge higher royalties.

Training and support have a positive correlation with marketing assistance (0.92), suggesting that brands providing extensive training also tend to provide marketing support. Training and support show a weak negative correlation with franchisor conflicts (-0.22), indicating that higher levels of training and support might reduce conflicts. Training and support show a moderate positive correlation with territory protection (0.65). Training and support show a high correlation with royalty fees (0.82), suggesting that these factors are related to the level of training and support.

Marketing assistance has very strong positive correlations with training and support (0.92) and high royalty fees (0.84), which indicate that better marketing assistance is the outcome of training and support. Further, marketing assistance is provided by the franchisee by charging a royalty fee. Marketing assistance has a weak negative correlation (-0.22) with conflicts. Improved marketing assistance is slightly associated with reduced conflicts.

Conflicts have a negative correlation with territory protection (-0.41), suggesting that protecting territories may help reduce conflicts. Conflicts show a weak negative correlation with high royalty fees (-0.21), implying that higher royalty fees might also slightly lower conflicts, perhaps because franchisees who pay more may expect fewer competitive conflicts.

Territory protection has a positive correlation with high royalty fees (0.65), suggesting that brands that provide territory protection

often charge higher royalty fees. This makes sense, as exclusivity, like territory protection, is often more costly. Territory protection shows moderate to high positive correlations with brand reputation, training and support, and marketing assistance, indicating that franchises with territory protection are likely to have higher scores on these factors.

High royalty fees show a strong positive correlation with marketing assistance (0.84), training and support (0.82), and brand reputation (0.77). There is a weak negative correlation with franchisee-franchisor conflicts (-0.21), indicating that higher royalty fees may be slightly associated with lower conflicts.

In summary, high correlations in brand reputation and training and support (0.86) suggest strong relationships where high brand reputation aligns with comprehensive training. This suggests that franchises with a strong brand reputation often provide good training and support to franchisees. The well-reputed brands are more likely to offer marketing support, enhancing franchisee success. A strong brand reputation appears to be associated with better training and support for franchisees, more marketing assistance, and possibly higher royalty fees. This could imply that well-established brands invest in support and marketing, allowing them to command higher royalties. The positive correlation with territory protection suggests that reputable brands may also offer exclusivity to franchisees to maintain their brand's value. A strong brand reputation is likely associated with fewer conflicts, possibly

because franchisees feel more secure and supported by the brand, reducing disputes. Higher levels of training and support are likely to come with increased marketing assistance and higher royalty fees. This suggests that franchises that invest heavily in supporting their franchisees may also invest in marketing and charge more for these resources. The positive correlation with territory protection indicates that franchises that provide robust support may also protect franchisees' territories, creating a more supportive business environment.

The negative correlation with franchisee-franchisor conflicts implies that increased training and support reduce the likelihood of conflicts, potentially because franchisees feel better equipped to manage their businesses, leading to fewer disputes.

Brand reputation, training and support, marketing assistance, territory protection, and high royalty fees are all positively correlated with each other. This indicates that well-established franchises often offer a suite of benefits (reputation, support, marketing, protection) but tend to charge higher fees for these advantages.

Results highlight that brand reputation, training, and territory protection play key roles in determining the levels of marketing support and royalty fees. This correlation matrix suggests that well-supported franchise

environments (characterized by strong brand reputation, training, marketing assistance, and territory protection) tend to have fewer franchisee-franchisor conflicts. High royalty fees are typically associated with these supportive factors, which could justify the higher cost and potentially reduce dissatisfaction among franchisees. Conversely, factors like low brand reputation, lack of support, and absence of territory protection may increase conflicts, highlighting the importance of these elements in maintaining positive franchise relationships.

Factors like brand reputation, training, marketing assistance, and territory protection are positively correlated, showing that well-supported franchises often include multiple supportive elements. Franchisee-franchisor conflicts tend to decrease with increased brand reputation, support, and exclusivity, i.e., territory protection.

Higher royalty fees are typically associated with comprehensive support packages, suggesting that franchises with these features may justify their fees through the additional resources they provide to franchisees.

Results of Regression Analysis:

Table 2 shows the regression results for the sampled data.

Table 2: Regression Results

Predictor	Coefficient	Standard error	t-value	p-value
Intercept	-4.57	0.47	-9.68	<0.001
Brand reputation	1.52	0.16	9.186	<0.001

Training and support	0.70	0.19	3.60	<0.001
Marketing assistance	0.008	0.16	0.05	0.95
Conflicts	-0.08	0.05	-1.75	0.07
Territory protection	-0.14	0.06	-2.29	0.02
High royalty fees	-0.21	0.11	-1.83	0.06

Multiple regression research on franchising efficiency found the following:

MODEL SUMMARY

This study examines franchisor-franchisee aspects through a systematic review. The R-squared value is 0.69 and the adjusted R-squared is 0.68. The data reveal that the model explains 69.2% of franchising success variability. The F-statistic was 116.24, with a p-value < 0.001. The statistical analysis shows that the complete model is significant, demonstrating that at least one predictor variable affects franchising success.

COEFFICIENTS

The Brand Reputation coefficient is 1.52. A one-unit increase in brand reputation is associated with a 1.52 unit increase in the dependent variable, holding other factors constant. Brand Reputation positively affects franchising effectiveness. A p-value below 0.001 indicates it is highly significant.

The Training and Support coefficient is 0.70. A one-unit increase in training and support is associated with a 0.70 unit increase in the dependent variable, holding other factors constant. A p-value of 0.00037 indicates statistical significance.

Marketing Assistance has a weaker impact.

Act than brand reputation and training and support. This variable has a very small positive effect on the dependent variable.

Franchisee-franchisor conflicts have a coefficient of -0.08. A one-unit increase in conflicts is associated with a 0.08 unit decrease in the dependent variable, holding other factors constant. The p-value is 0.079, close to the significance threshold, suggesting it may have a marginal effect.

Territory protection is a significant negative predictor in the regression model, yet it has a moderate positive correlation with other support factors like brand reputation and training and support. This suggests that while territory protection is associated with supportive franchise characteristics, it may also have constraints that negatively affect the dependent variable.

High royalty fees show a coefficient of -0.21. High royalty fees have a negative effect on franchising effectiveness. The considerable negative association between royalty fees and franchising effectiveness suggests that high royalty fees hurt franchising effectiveness.

Brand reputation, training and support, and territory protection have statistically significant effects on the dependent variable. Franchisee-franchisor conflicts and high

royalty fees are close to significance, suggesting they may have some impact.

ANALYSIS AND INTERPRETATION OF REGRESSION RESULTS

Multiple R represents the correlation coefficient between the observed and predicted values of the dependent variable. A value of 0.83 indicates a strong positive correlation, meaning the model's predictions are well-aligned with the actual values. An R^2 of 0.69 indicates that approximately 69.02% of the variability in the dependent variable is explained by the model. This suggests a fairly strong model. An adjusted R^2 of 0.68 is slightly lower than R^2 , which is expected because it penalizes the addition of non-significant predictors. This suggests that the model's predictive ability remains strong after adjusting for the number of variables.

Overall, the regression model demonstrates strong explanatory power, with a high R^2 value and a strong correlation coefficient. The adjusted R^2 is close to the R^2 , suggesting that the inclusion of the predictors is justified. The standard error indicates that the model's predictions are reasonably close to the actual values. This analysis suggests the model is well-suited for explaining and predicting the dependent variable based on the given independent variables.

CONCLUSION

To summarize, the landscape for entrepreneurial ventures as well as well-established retail brands in Haryana is

favorable for franchising opportunities in the organized retail sector. The model suggests a strong positive impact from brand reputation and training and support on the dependent variable, indicating that franchises focusing on these aspects are likely to perform better. While territory protection appears beneficial when correlated with other support factors, high royalty fees may be acceptable if paired with strong support systems, while franchisee-franchisor conflicts should be minimized, as they negatively impact outcomes. This analysis provides actionable insights: enhancing brand reputation, training, and reducing conflicts, especially with effective territory protection, could improve overall franchisee success and satisfaction. Franchisors have access to a substantial amount of opportunity thanks to the robust consumer base and potential for economic growth in the state. Nevertheless, overcoming regulatory obstacles, competing locally, and understanding cultural differences can be difficult. In order to be successful in this ever-changing market, franchisors need to adjust their business models to align with local preferences and cultivate a relationship of trust with their franchisees. In general, the future of franchising in Haryana's organized retail sector is bright; nevertheless, it requires a deliberate and flexible approach in order to maximize the immense potential while also resolving the underlying difficulties.

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