

Franchise Entrepreneurship in the Digital Age: Strategic Growth Lessons from the Smartphone Retail Sector

OLANREWAJU OLUWASEUN

Soreynice Empresas Global

Abstract- This article examines the tech retail franchising sector with focus on the intersection of digital transformation, entrepreneurship, and localized innovation. Drawing on industry data, case examples, and market analysis, the study unpacks how global franchise models are being re-engineered to thrive in a unique socio-economic and infrastructural environment. It identifies hybrid retail approaches while integrating physical outlets with digital commerce platforms as a key strategy for expanding market reach, enhancing consumer accessibility, and ensuring business resilience amid economic volatility. The paper highlights the sector's role as a catalyst for economic empowerment by enabling local entrepreneurs to leverage established brand networks, operational expertise, and technology-driven business processes. These partnerships facilitate skills transfer, job creation and contribute to the broader diffusion of innovation within the local economy. The article further emphasizes the importance of adaptive franchising strategies that account for cultural consumer patterns, supply chain constraints, and the accelerating adoption of mobile commerce. It also provides a deep understanding of digital franchising dynamics in a developing market context, contributing to both academic discourse and practical strategy development for stakeholders. Also the article outlines future research opportunities, including comparative analyses across other developing economies and deeper evaluations of fintech integration in retail franchising. Ultimately, the findings affirm that tech retail franchising, when localized and digitally optimized, has significant potential to drive inclusive economic growth and technological advancement.

Keywords: Digital Franchising, Tech Retail Growth, Entrepreneurship, Local Innovation, Economic Empowerment, Hybrid Retail Models, Emerging Markets, Mobile Commerce.

I. INTRODUCTION

Entrepreneurship in the digital era involves building and managing businesses that harness digital technologies, tools, and platforms to innovate, scale operations, seize market opportunities, and deliver customer-centric solutions in a fast-changing global world (Emma, 2025). As smartphones and connected devices become ubiquitous, the market for retail tech

services has grown into a multi-billion-dollar industry. The United States is one of the largest smartphone markets globally, with sales projected to exceed \$105 billion by 2025 (Statista, 2024). According to SkyQuest Technology Consulting, the global mobile phone accessories market was valued at USD 89.1 billion in 2023 and is projected to grow to USD 161.05 billion by 2032, expanding at a compound annual growth rate (CAGR) of 6.8% between 2025 and 2032. This growth is fueled not only by leading mobile brands, but also by a diverse network of service-focused retailers, repair specialists, and value-added resellers.

Even with exciting opportunities ahead, breaking into the market isn't easy, small business owners often struggle to keep up with constant innovation, rising customer expectations, and the challenge of building a trusted brand in a crowded space. This is where franchise models have risen as strategic pathways for market entry, providing entrepreneurs with a scalable infrastructure, trusted brand associations, and operational support systems that would be difficult to build independently. According to Gjorgjioska et al. (2023), franchising has become a globally popular business model, offering entrepreneurs a faster path to growth by tapping into established brand recognition, streamlined systems, and ongoing support from franchisors.

Franchise collaborations with tech giants and OEMs exemplify the potential of franchising to broaden participation in tech entrepreneurship by lowering entry barriers and promoting scalable innovation (Sabaran et al., 2023; McKinsey, 2024). Partnering with established brands empowers franchisees to tap into built-in customer loyalty, efficient logistics networks, and ongoing product training, significantly lowering the typical risks of launching a startup. In the U.S., where small businesses account for 43.5% of economic activity (U.S. Chamber of Commerce, 2024), ensuring such franchise-led models is important for sustaining innovation, job creation, and community-driven economic empowerment.

This paper seeks to explore how franchise entrepreneurship, specifically within the smartphone retail sector, offers scalable and sustainable entry points into the tech economy. Through an analytical lens, it will evaluate key dimensions such as brand alignment strategies, customer trust mechanisms, the agility of product innovation cycles, and franchisee training models. Furthermore, the paper will propose adaptable franchising frameworks that can enhance local ownership and entrepreneurial inclusivity in the U.S. tech retail space.

The study employs a multi-pronged approach that integrates case analysis of top franchise partnerships in smartphone retail, a literature review of franchising strategies, consumer behavior in tech retail, and SME development, along with market trend analysis based on current data on U.S. franchise expansion and mobile retail economics. In a time of rapid digital transformation, this research seeks to uncover strategic growth insights from franchise ecosystems that can inform entrepreneurs, policymakers, and tech firms striving to build resilient, locally anchored business models.

II. UNDERSTANDING FRANCHISE ENTREPRENEURSHIP IN THE DIGITAL ERA

Defining Franchise Entrepreneurship: From Legacy Models to Modern Ecosystems

Hayes (2024) defines franchising as a licensing arrangement where a franchisee pays initial and ongoing fees to access the franchisor's proprietary business systems, trademarks, and brand name, enabling them to operate and sell products or services under an established business model. Sabaran et al. (2023) further characterize franchising as a contractual business relationship in which the franchisor grants operational rights to the franchisee,

allowing them to leverage proprietary systems and support infrastructures in exchange for financial commitments such as franchise fees, royalties, or other payments. Similarly, Somnath et al. (2024) describe a franchise as a business arrangement where the franchisor permits a franchisee to run operations under its brand, providing structured training and support while the franchisee oversees daily operations in adherence to established guidelines.

Franchise entrepreneurship, therefore, can be understood as a business model where independent entrepreneurs, known as franchisees, operate under the umbrella of a franchisor's brand, systems, and support mechanisms. This model combines personal ownership with the operational advantages of a proven business framework. Historically prevalent in sectors such as fast food, hospitality, and automotive services, franchising has garnered recognition for its unique capacity to balance entrepreneurial independence with the scalability and operational efficiencies of established corporate systems (Balsarini & Lambert, 2024; Luna, 2025; Rais, 2024).

However, in the digital age, the contours of franchise entrepreneurship have transitioned dramatically. Today's franchise networks are no longer confined to brick-and-mortar operations; they are dynamic ecosystems where digital platforms, customer data, and omnichannel experiences play a central role. Franchise businesses in the U.S. increasingly rely on digital tools such as cloud-based POS systems, e-commerce platforms, and CRM software to streamline operations, enhance customer engagement, and manage multi-location networks efficiently. These technologies not only improve inventory tracking and transaction processing but also enable personalized marketing and real-time performance insights, making them essential components of modern franchise management (FasterCapital, 2024; Limetray, 2025; Square, 2025).

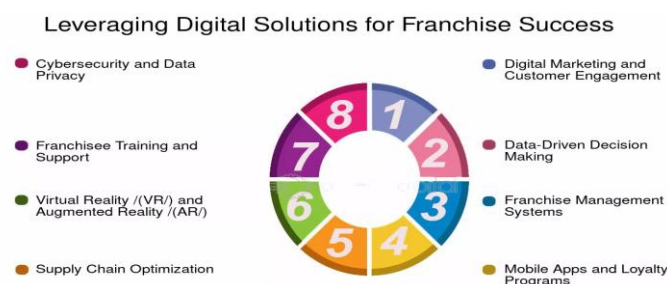


Figure 1: Leveraging Digital Solution for Franchise Success
Source: Faster Capital, 2024

III. THE SMARTPHONE RETAIL SECTOR AS A CASE STUDY

Market Trends: Penetration, Cycles, and Consumer Behavior

Nigeria's smartphone market has experienced rapid expansion over the past decade, marked by a compound annual growth rate (CAGR) of 32.5% in adoption, from just 10% in 2015 to 39.5% in 2020 (Aimuengheuwa, 2023). As of February 2023, the country recorded over 227 million active phone lines and 156.9 million internet subscriptions, yielding a mobile penetration rate above 94%. Projections estimate that smartphone access will reach 55.4% by 2025 (Aimuengheuwa, 2023). While the Alliance for Affordable Internet (A4AI) reports that 44.4% of Nigerians have access to smartphones, this figure masks deeper demographic trends; data from Premise Data Corporation (2022) reveals that 73.9% of voting-age Nigerian those most likely to be economically and politically active, own smartphones in a nation where the median age is just 18.1 years. The ICT sector's contribution to GDP rose from 16.22% in Q4 2022 to 17.47% in Q4 2023, driven largely by expanding smartphone penetration (now over 52%, per GSMA Intelligence) and a predominantly mobile-first culture in which over 70% of internet access occurs via smartphones (DataCube Research, 2025). This mobile-first reality is reshaping consumer priorities, with purchasing decisions increasingly influenced by functional attributes such as camera performance, battery longevity, and multitasking capability, rather than purely brand prestige.

Nigeria's Retail Boom: Slot and Franchise Expansion
Slot Systems Limited has emerged as a dominant player in Nigeria's retail and e-commerce sectors, capitalizing on the country's growing appetite for smartphones and mobile accessories. According to Idoko (2023), the company has built a robust franchise network by combining competitive pricing, a diverse product range, and a customer-focused approach. Its agility in responding to market trends, coupled with a skilled workforce and efficient supply chain management, has cemented Slot's reputation as a trusted tech retailer.

As a multi-brand retail chain, Slot operates across Nigeria's urban centers, blending the reach of physical stores with the convenience of online platforms (Slot.ng, SME Guide). Multi-brand

retailers such as Slot, Jumia Experience Centres, and Pointek serve diverse customer needs by offering a wide range of electronics under one roof (DataCube Research, 2025). The growth of both e-commerce leaders like Jumia, Konga, and Slot.ng and offline giants such as Spar and Game has been fueled by rising mobile payments and Nigeria's mobile-first culture, where over 70% of internet access occurs via smartphones.

In technology hubs like Lagos's Computer Village, the largest ICT accessory market in Africa, Slot plays a major role in providing access to device sales, repairs, and after-sales support, reinforcing brand visibility and customer trust. A parallel can be drawn from HostBooks' (2025) case study of a leading mobile retail chain in Maharashtra and Goa, which expanded to over 200 stores across 90 cities. Faced with complex operational challenges, the company implemented HB ERP360 to streamline purchasing, logistics, invoicing, and financial management. This transformation reduced inefficiencies, improved compliance, and enhanced customer service, an operational model that highlights the value of integrated systems for sustaining growth in competitive retail environments like Nigeria's.

Brand Strategy, Location Penetration, and Engagement

In Q3 2023, Chinese smartphone maker Transsion Holdings, owner of African-focused brands Tecno, Itel, and Infinix, surpassed Vivo to become the world's fifth-largest smartphone vendor, capturing 8.6% of global shipments and about 40% of Africa's market share (African Business, 2024). By 2024, the company shipped 106.7 million smartphones globally, a 15.23% increase from 2023, securing 63% of Nigeria's market and 49% of Africa's. In Nigeria, where smartphones are the primary internet gateway, urban penetration stands at 59% and rural at 26% (BusinessDay, 2025). Transsion's dominance is built on affordable pricing, localized features such as dual SIMs, durable batteries, and cameras optimized for darker skin tones, as well as financing models suited to local purchasing power. Suartina et al. (2022) note that intensive distribution significantly enhances brand loyalty and brand love, which in turn mediate its effects, alongside social media promotion on customer loyalty and electronic word-of-mouth (e-WOM).

Slot complements these brands with an omnichannel model, integrating physical stores and e-commerce

platforms, supported by installment payments and robust loyalty and service programs. Darvidou (2024) emphasizes that omnichannel marketing differs from traditional multichannel approaches by creating a seamless, personalized customer journey, ensuring consistent engagement across platforms rather than operating in silos. Yunita et al. (2024) further argue that multi-channel integration is central to omnichannel retailing, enabling uniform customer experiences and serving as a strategic necessity in today's customer-centric digital marketplace.

Role of Serial Entrepreneurs in Local Tech Commerce

Nigeria's vibrant retail ecosystem thrives on entrepreneurial energy from founders who navigate market volatility with agility and local insight. Serial entrepreneurs, individuals who repeatedly start, build, and exit businesses are reshaping tech commerce by leveraging experience, resources, and innovative drive to disrupt traditional market structures, influence consumer behavior, and accelerate technological and investment trends (FasterCapital, 2025). They spot market gaps, manage risk, and thrive in uncertainty, often supported by strong networks and a high tolerance for failure (APA Centre Entrepreneur, 2025). Slot's expansion in densely trafficked hubs like Computer Village illustrates how such entrepreneurs integrate retail, service, and digital engagement into scalable models that strengthen regional markets. As resilient and adaptable visionaries, they identify disruptive opportunities, transform challenges into ventures, take calculated risks, and enrich the entrepreneurial ecosystem by inspiring and mentoring others (Muradov, 2024).

Key Takeaways for Emerging Market Entrepreneurs

The Nigerian tech retail franchising landscape offers valuable lessons for entrepreneurs in other emerging markets. Localized innovation, designing products, services, and delivery methods that align with existing infrastructure constraints and consumer lifestyles, has proven to be a decisive driver of market traction. Brands that invest in hybrid retail strategies, seamlessly integrating brick-and-mortar outlets with strong digital touchpoints, expand customer reach, build resilience against economic and supply chain disruptions. Strategic collaborations between global manufacturers and local entrepreneurs enhance brand credibility, enable technology transfer, and accelerate market penetration. Equally important is the presence

of entrepreneurial infrastructure, such as geographically clustered retail zones like Lagos's Computer Village, which ensures knowledge sharing, resource pooling, and healthy competition. Access to strategic financing solutions further empowers entrepreneurs to scale effectively, reinforcing the ecosystem's capacity to sustain innovation, attract investment, and shape the trajectory of tech commerce growth in emerging economies.

IV. THE ROLE OF DIGITAL TECHNOLOGY IN RESHAPING FRANCHISE MODELS

E-Commerce Platforms

In today's digital franchise world, e-commerce has become a vital enabler of growth and scalability. Franchisees increasingly rely on centralized e-commerce systems to extend their reach beyond physical storefronts, enabling them to tap into broader national and global markets. As Hindarto (2023) notes, e-commerce platforms empower stores to overcome geographic and temporal limitations, providing consumers with faster, more convenient shopping experiences. Flores (2025) adds that the evolution of these technologies has made online shopping the preferred method for time- and cost-conscious consumers, thanks to their user-friendly design and anytime accessibility.

In the U.S., this shift is evident in the rapid adoption of hybrid retail models. By 2024, over 97.2 million Americans 34.2% of U.S. consumers, were regularly using Buy Online, Pick Up In-Store (BOPIS) services (Magenest, 2024). To meet these evolving preferences, smartphone retail franchises are embracing seamless omnichannel strategies that integrate SEO-optimized mobile websites with robust apps. These platforms often feature saved carts, augmented reality (AR) tools, and personalized deals, ensuring brand consistency while enhancing customer engagement and satisfaction.

One noteworthy innovation is Scan&Go technology, which enables customers to scan items using store-provided handheld devices or their own smartphones. This self-service model allows users to track purchases, apply digital promotions, and avoid checkout queues, delivering a frictionless and personalized shopping experience (Wolniak et al., 2024). For smartphone retailers operating under franchise models, such technologies not only

streamline operations but also boost per-customer revenue through enhanced convenience and post-sale service integration.

Point-of-Sale (POS) and Inventory Systems

Cloud-based Point-of-Sale (POS) systems have become indispensable tools for franchise entrepreneurs in the digital age, particularly in sectors like smartphone retail where inventory turns rapidly and real-time insights are essential. A cloud-based POS also known as a web-based POS, is an online software platform that stores data remotely, allowing business owners to process payments and access real-time inventory, sales, and customer data from any internet-connected device, including tablets and smartphones (U.S. Chamber of Commerce, 2025). This level of flexibility supports multi-location management and centralized oversight, important for franchise scalability.

The evolution of business technology has transformed POS systems into integrated operational hubs. Santos, Victor, and Mendes (2023) note that modern cloud-based POS solutions manage transactions, inventory and also incorporate CRM functions, employee tracking, and marketing tools. While cloud POS systems often support dedicated hardware like monitors, barcode scanners, and cash drawers, their web-based architecture frees businesses from rigid infrastructure to offer the agility and scalability essential for thriving in today's mobile-first retail environment

For tech-focused franchises, cloud POS systems enable real-time inventory synchronization that aligns stock levels with product launches, promotions, and demand trends to ensure rapid adaptation to product life cycles and minimizing stockouts and lost revenue opportunities. Tools like iVend Cloud POS exemplify this new standard by helping retailers streamline day-to-day operations and deliver personalized customer experiences through agile, enterprise-grade retail management capabilities hosted entirely in the cloud (CitiXsys, 2025). Franchisees have transformed into data-driven operators who leverage POS analytics to interpret sales trends, predict consumer behavior, and make agile decisions to transform POS systems from mere transaction tools into strategic assets for entrepreneurial success

Customer Relationship Management (CRM) Tools

In smartphone retail franchises, CRM systems are vital revenue drivers, centralizing customer

interactions, marketing, and support across locations to maximize lifetime value through personalized engagement, predictive insights, and agile relationship management. As Meehle (2024) explains, a franchise CRM system enables both franchisors and franchisees to balance centralized control with local responsiveness to equip outlets with tools for lead generation, targeted communications, and performance analytics. These systems offer a unified view of the customer journey while allowing each franchisee to tailor engagement strategies to their market.

CRM tools also support B2B and B2C functions within franchise networks. According to Retreva (2024), CRM systems help manage loyalty programs, reward repeat customers, and execute data-driven engagement strategies that boost customer retention and referrals. These features are especially important in tech retail, where customer satisfaction post-purchase often determines whether consumers return for services or switch to competitors.

Beyond customer engagement, CRM platforms streamline backend communication with suppliers and third-party service providers. Kwapis (2023) highlights that CRM systems can also maintain detailed customer profiles, manage supplier transactions, and facilitate personalized service delivery, all of which enhance both operational efficiency and customer experience. Forward-thinking smartphone retail franchises implement CRM tools into daily operations automating service reminders, tracking repair histories, and delivering promotions based on purchase behavior transforming customer engagement into a strategic driver of loyalty and consistent value in competitive markets.

Digital Training and Knowledge Portals

In sectors experiencing constant changes like smartphone retail, where product cycles and customer expectations change rapidly, continuous learning is an integral part of their growth. Franchisee training is one of the most important investments for long-term success. According to findings presented by FRANData at the 2025 International Franchise Association Convention, effective training programs, particularly those reinforced by field support, significantly improve franchisee performance and retention during their first year of operation (Rosner, 2025). Modern franchisors increasingly rely on digital learning ecosystems like LMS platforms and

cloud-based portals to deliver scalable, consistent, and flexible training across distributed teams. The importance of such training is well-documented and as FasterCapital (2024) notes, ongoing education equips franchisees with insights into emerging trends, evolving customer behaviors, and new product offerings, whether in smartphone features or complementary services like repairs and mobile financing. This enables franchises to maintain high service standards, reinforce brand consistency, and respond proactively to market shifts.

More broadly, franchise training programs are now structured around Learning Management Systems (LMS) that combine multimedia content, progress tracking, and performance assessments. These systems standardize onboarding, reduce knowledge

gaps, and ensure operational alignment across geographically dispersed franchise locations (CYPHER Learning, 2024). For smartphone retail franchises, such alignment is particularly important during product launches or service updates, where speed-to-knowledge can influence sales outcomes and customer satisfaction.

Digital training platforms are means of compliance and they are also strategic tools that empower franchisees with the agility and expertise needed to compete effectively in the digital marketplace. As innovation accelerates, franchises that prioritize learning as a core operational pillar are better positioned to scale sustainably while maintaining the trust of tech-savvy consumers.

Traditional vs. Digital Franchise Models: A Comparative Lens

Dimension	Traditional Franchise Model	Digital-Driven Franchise Model
Market Reach	Primarily localized to physical storefronts	Omnichannel (in-store, online, mobile) reach
Operational Systems	Manual inventory, sales, and customer records	Integrated digital POS, CRM, and inventory systems
Training & Support	In-person workshops, static manuals	Digital learning platforms, real-time support portals
Customer Engagement	Transaction-focused, limited post-sale engagement	Data-driven personalized experiences, loyalty programs
Scalability & Adaptability	Slower to scale across diverse geographies	Scalable through standardized digital systems and cloud infrastructure

Franchising enables rapid market penetration by allowing franchisees to invest their own capital in launching new units, accelerating brand growth without the full financial burden of company-owned expansion (Somnath et al., 2024). This makes it an attractive alternative to independent business ownership for entrepreneurs seeking proven, scalable models. The shift from traditional to digital franchising represents more than a technological upgrade, signals a strategic transformation in how ventures are envisioned, executed, and scaled, shaped by evolving consumer behavior, data-driven operations, and the growing demand for agility.

While traditional franchise models like McDonald's or Subway, focus on brand licensing and operational support, business format franchising, as exemplified by Hilton and Marriott, offers a comprehensive system with standardized operations, global training, and consistent brand replication across locations (FasterCapital, 2025). In the smartphone retail sector,

this evolution is especially important. With fast innovation cycles and fierce competition, digital tools like mobile apps have become essential for driving personalized engagement, customer loyalty, and seamless omnichannel integration (Creative Team, 2021). For entrepreneurs, digital franchise models reduce entry barriers by simplifying operations, expanding market visibility, and offering real-time business intelligence. For franchisors, they ensure brand consistency, operational efficiency, and resilient franchise networks that can adapt to rapidly shifting consumer demands.

V. STRATEGIC VALUE OF FRANCHISE PARTNERSHIPS

According to Ghani et al. (2022), franchisors and franchisees establish a business partnership through a franchise agreement that depends on mutual respect, transparent communication, and coordinated decision-making. Innovations in franchise

relationships such as introducing new concepts, products, or services are designed to enhance customer engagement, while mechanisms like tolerance zones and supplier agreements help reduce costs and improve operational efficiency. For new entrepreneurs, particularly in digital retail sectors such as smartphone sales, franchise partnerships create strategic ecosystems where trust, resources, and operational expertise are transferred from an established franchisor to an aspiring business owner. This model enables rapid market entry, reduces financial risk, and supports sustainable growth. Brand equity serves as a key signal of value, with potential franchisees recognizing that a franchisor with strong market recognition can lower startup costs, mitigate operational risks, and accelerate scalability, making the partnership both attractive and strategically advantageous (Sun & Lee, 2023). The strategic value of this relationship is anchored in four pillars: brand alignment, knowledge transfer, operational support, and scalability.

Brand Alignment: Trust Transfer and Market Credibility

One of the most immediate benefits of a franchise partnership is the transfer of brand trust. As McPherson (2024) notes, trust between franchisor and franchisee is fundamental to long-term success, with honesty, collaboration, and open communication being essential for aligning goals and sustaining a resilient partnership. Entrepreneurs who align with a recognized franchisor gain access to established market credibility, national or regional marketing campaigns, and an existing loyal customer base. Somnath et al. (2024) emphasize that franchise arrangements deliver mutual value, franchisees receive an established brand, proven operational model, comprehensive training, and reduced business risk, while franchisors achieve rapid market penetration, stable revenue streams, and scalable growth through leveraging local market knowledge. In the smartphone retail sector, strong brand association significantly shortens the time and cost required to build consumer trust from scratch, making it an influential factor in purchasing decisions. Wilson et al. (2024) further highlight that the convenience and immediacy of mobile commerce that are enhanced by app notifications, flash sales, and integrated payment systems stimulates impulse buying by reducing deliberation time and intensifying emotional triggers. Franchisees of well-known brands such as Slot or international mobile

OEMs can capitalize on this brand equity to draw higher foot traffic, gain supplier confidence, and close sales more effectively, particularly in markets where technology purchases represent substantial financial commitments.

Training and Knowledge Transfer: Empowering Local Entrepreneurs

Effective franchise systems empower franchisees through brand licensing, structured training programs, and continuous operational support that drive excellence, consistency, and sustainable success. Sabaran et al. (2023) note that franchisors gain a competitive advantage by offering franchisees access to distinctive assets such as brand recognition, specialized training, and marketing infrastructure which franchisees can localize into market-specific value and sustained competitive positioning. FasterCapital underscores that a robust franchise training program blends strategic pre-training assessments, comprehensive initial instruction, ongoing education, and personalized mentoring, ensuring franchisees are equipped to uphold brand standards, adapt to market dynamics, and thrive operationally.

Typical training covers customer service protocols, product expertise, troubleshooting methods, operational systems, and compliance requirements, enabling franchisees to deliver consistent brand experiences, resolve operational challenges efficiently, and maintain regulatory alignment (iSpring Solutions, 2023; Seid, 2025). Standardized know-how transfer accelerates operational competence while reinforcing the brand's promise across all locations. This consistency also strengthens franchisor–franchisee relationships, as clear guidelines, comprehensive training, and ongoing support cultivate trust and align business objectives (OpCentral, 2023). Regular brand monitoring through audits, customer feedback collection, and performance tracking ensures uniformity in execution (1SEO Digital Agency, 2024).

On a broader scale, franchising facilitates the replication of proven business models globally, with service-sector international franchises enabling the transfer of goods, trademarks, intellectual property, and capital (Ilan et al., 2021). Increasingly, digital learning platforms and interactive portals form the backbone of this knowledge transfer (Rosner, 2025), ensuring that franchisees remain agile and informed

in industries characterized by rapid technological evolution.

Inventory, Logistics, and Supply Chain Support

For entrepreneurs entering high-velocity markets such as smartphone retail, inventory and supply chain mismanagement can lead to costly pitfalls from stockouts to excessive investment in obsolete products. Concerns often arise among franchisees regarding limited autonomy in supplier selection and pricing, as well as opacity in procurement processes are factors that can undermine trust and perceived fairness (Hall, 2025). However, franchise partnerships often offset these risks through centralized procurement systems, negotiated supplier agreements, and integrated logistics networks. Centralized purchasing leverages economies of scale, lowering transportation and administrative costs, while optimized logistics improve profitability and operational agility (Conner, 2025).

Strong supplier relationships enhance risk resilience by improving visibility into potential disruptions, enabling proactive mitigation strategies (Cooper, 2024). Franchisors can use aggregated network data to forecast demand, ensuring timely delivery of in-demand products and accessories while allowing franchisees to respond quickly to shifting consumer trends (Sabaran et al., 2023). Digital transformation in franchising now extends beyond marketing, incorporating advanced utilities, big data analytics, and IT-enabled resource management to streamline operations and foster innovation in competitive markets.

In tech retail especially, Just-in-Time (JIT) inventory models supported by accurate demand forecasting, POS analytics, and automated ordering systems minimize stock levels, free working capital, and ensure a near-continuous product flow (Conner, 2025). This synchronization between supply chain precision and market responsiveness is important, as product relevance and timing often determine profitability.

Scalability and Risk Mitigation

A core strategic advantage of franchise partnerships is their ability to combine scalability with risk mitigation. Oni (2025) highlights how technology like CRM systems, IoT diagnostics, digital booking platforms, inventory and fleet management software, and AI-powered scheduling enables service

franchises to scale efficiently while improving customer experience and operational precision. These tools allow franchisees to expand seamlessly into new markets or add outlets using a replicable, proven business model.

However, choosing between franchising and independent ownership requires weighing trade-offs: franchising offers shared risk, built-in compliance frameworks, and operational guidance but limits autonomy, while independent ownership grants full control and innovation freedom but exposes owners to higher liability and operational uncertainty (BrewerLong, 2025).

From a governance perspective, Yin and Zajac (2024) argue that franchised outlets by virtue of their decentralized structures are better positioned to adopt adaptive strategies responsive to local market conditions. In contrast, company-owned stores tend toward uniformity and control, which can be beneficial when environmental stability aligns with strategic consistency. This structural distinction influences how effectively each model responds to market volatility.

Sustained competitiveness in franchising depends on continuous innovation. Hanafiah et al. (2022) stress that without ongoing investment in product, process, and service upgrades, franchise concepts risk obsolescence. The shared-risk structure of franchising buffers franchisees against the financial volatility of independent ownership while enabling franchisors to expand rapidly without the capital burden of wholly owned outlets, fostering mutual growth through a trusted ecosystem that balances entrepreneurial ambition with operational security.

VI. INNOVATION, PRODUCT LIFECYCLE, AND TECH ADAPTATION IN RETAIL FRANCHISING

The retail technology sector operates in an environment defined by rapid product cycles, shortening time-to-market windows, and constantly shifting consumer expectations. Digital transformation has redefined franchising by emphasizing innovative execution, integrating utilities and big data, and enabling entrepreneurs to leverage IT applications for targeted advertising, efficient operations, and enhanced customer engagement (Sabaran et al., 2023). Thematic analysis

reveals three core growth drivers in franchising product and service innovation, franchisor–franchisee tolerance, and government support with product innovation playing an important role in unlocking new market opportunities and sustaining competitive advantage (Ghani et al., 2022). In technology-driven retail franchises, where smartphones, wearables, and related devices have exceptionally short lifecycles, managing rapid turnover demands operational agility, synchronized supply chain systems, and precise demand forecasting to prevent both stockouts and overstocking of soon-to-be obsolete products (Jinou et al., 2023). Automated inventory management systems powered by AI can optimize stock levels, enhance forecasting accuracy, and improve customer satisfaction while minimizing capital tied up in unsold goods (FasterCapital, 2025).

Real-time responsiveness has become a decisive competitive factor. Franchises with integrated data systems that link point-of-sale analytics, social listening tools, and supplier inventory data can quickly adjust stock levels, marketing campaigns, and staffing to match emerging trends. Digital technologies such as AI-driven analytics, machine learning, cloud-based systems, and electronic data interchange (EDI) enhance inventory visibility and operational efficiency by enabling predictive forecasting and seamless data integration across supply chain partners (Holloway, 2024). These capabilities allow franchises to capture early adopter sales peaks and implement timely markdown strategies during late-cycle phases, preserving both margins and brand loyalty.

Franchise structures offer inherent advantages for faster innovation adoption compared to independent retailers. Centralized product launch coordination, standardized training, and pre-approved marketing assets ensure that multiple locations can roll out new products simultaneously, maintaining brand consistency while adapting to local market conditions. Data-driven decision-making including research and development to marketing ensures that each launch phase is optimized for timing, messaging, and market impact (FasterCapital, 2025). During flagship smartphone launches, well-coordinated franchise networks often outperform independent stores by executing synchronized promotions, ensuring immediate accessory

availability, and leveraging pre-launch customer databases for targeted outreach.

Accessory markets, such as wireless chargers, protective cases, and smart peripherals, illustrate how franchise models can capitalize on rapid innovation cycles. Aligning accessory launches with flagship device releases, franchises maximize upselling opportunities and improve overall transaction value. Centralized procurement and distribution enable franchisees to stock high-demand accessories on launch day, avoiding the sourcing delays that often hinder independent retailers. This comprehensive business format comprising brand identity, operational methods, procurement processes, marketing, financing, and human resources creates a scalable system that supports consistent expansion and sustained competitive advantage across locations (Gjorgjioska et al., 2023).

VII. LESSONS FOR U.S. TECH RETAIL AND FRANCHISE EXPANSION

Addressing the digital divide remains a pressing challenge in the U.S., particularly in rural communities and economically disadvantaged urban neighborhoods. Despite overall growth in technology adoption, lower-income Americans still face significant barriers to digital access as many lack smartphones, broadband internet, or computers while higher-income households enjoy near-universal connectivity and device ownership, exacerbating inequality (Pew Research Center, 2021).

Tech retail franchises can contribute significantly in bridging these gaps by establishing localized outlets that not only sell devices but also provide affordable repair services, digital literacy programs, and flexible financing options. Increasingly, retailers are integrating physical and digital experiences like AI-powered virtual fitting rooms, smart mirrors, and mobile applications to create immersive, personalized shopping environments that align with evolving consumer expectations and generate valuable behavioral insights (Kelleher, 2023).

Franchise systems also offer a powerful platform for minority and immigrant entrepreneurship. Over 30% of U.S. franchise owners identify as racial or ethnic minorities, compared to just 18.8% among non-franchise small business owners (Lederman, 2024). Franchising lowers entry barriers especially in the tech retail sector by providing structured training,

brand recognition, and operational support. These resources fast-track market acceptance and empower entrepreneurs without deep industry networks or prior experience to establish sustainable businesses (Ilan et al., 2024; Ghani et al., 2022).

Framework for Equitable Franchise-Based Ownership in Underserved U.S. Areas

To expand access equitably and empower local entrepreneurship, a strategic framework integrating public–private partnerships (PPPs), microfranchise models, and workforce development can leverage modern business models and collaborative partnerships to bridge gaps in underserved U.S. communities. By establishing PPPs, tech manufacturers, telecom providers, and municipal governments can jointly subsidize franchise startup costs in targeted areas, following the precedent of U.S. community development initiatives in both urban and rural, where cooperative investments have revitalized neighborhoods and spurred economic growth (U.S. Department of the Treasury, 2024). Microfranchising offers a socially driven alternative to traditional franchising, equipping entrepreneurs with essential tools such as branding, marketing, supply chain logistics, and best practices while reducing demand uncertainty and lowering risk (Devine, 2024). This model enables scalable, low-capital entry through compact retail kiosks or mobile service units, empowering entrepreneurs to start small, test market demand, and expand sustainably, as demonstrated by socially impactful ventures like VisionSpring, which deliver affordable products while creating jobs (FasterCapital, 2025; Forbes, 2024). Embedding workforce development into franchise ownership further strengthens business and community outcomes, with research showing that education, economic vitality, and regional development significantly influence an area's attractiveness to franchise chains (Darruda et al., 2025). Pairing ownership with local hiring pipelines, digital skills training, and employee well-being initiatives like flexible work arrangements, mental health support, and financial education enhances productivity and retention, particularly among younger workers (Forman, 2024). Localized tech franchises can thus become engines for job creation, digital literacy, and small business empowerment, while partnerships with franchise management firms ensure scalable, repeatable processes that preserve brand identity and accelerate growth (FMS Franchise, 2024). As a case in point, Best Buy's

acquisition and strategic rebranding of Future Shop Ltd. in Canada demonstrates how coordinated expansion and consolidation can position a retailer as a market leader, a model that could be adapted for U.S. tech franchise growth in underserved regions (Author & Mateusz, 2024).

VIII. POLICY AND ECOSYSTEM RECOMMENDATIONS

Strengthening the policy and ecosystem for tech-based franchise entrepreneurship in the United States requires a multi-pronged strategy that addresses both structural barriers and capability gaps. Policymakers should design targeted incentives such as tax credits, grant programs, low-interest loans, and streamlined regulatory processes that specifically support aspiring franchisees in high-growth technology retail segments (OECD, 2024). Expanding access to finance is important, particularly through franchise-focused lending under the Small Business Administration (SBA), which already accounts for approximately 20% of SBA loans, around 7,000 annually, supporting over 100,000 jobs (IFA, 2023). Recent enhancements to the SBA's 7(a) program, including raising caps to \$500,000 and improving transparency in federal contracting, strengthen opportunities for minority, women, and immigrant entrepreneurs (U.S. Small Business Administration, 2025). Beyond funding, structured training initiatives delivered through partnerships between franchisors, community colleges, industry associations, and SBA resources such as SBDCs and SCORE can equip franchisees with vital skills in business management, CRM systems, POS technologies, and digital marketing. Building collaborative partnerships between franchisors, government bodies, and local communities can further enhance franchise sustainability by providing shared infrastructure, mentorship networks, and coordinated promotional campaigns designed for underserved markets. Finally, policymakers should incentivize digital transformation within small franchise operations by subsidizing the adoption of e-commerce platforms, cloud-based inventory management tools, and AI-driven data analytics, following successful global models where POS grant programs have mitigated technical and financial barriers for small retailers (Sensibletraveladvice, 2025). Together, these measures would not only boost operational efficiency and market responsiveness but also enable franchises

to thrive in the fast-evolving technology retail sector while contributing to inclusive economic growth.

IX. CONCLUSION

This study's exploration of the tech retail franchising ecosystem reveals how digital transformation, localized innovation, and hybrid market strategies are reshaping entrepreneurship in growing economies. The findings highlight that success in this space hinges on adapting global retail concepts to local realities, leveraging existing infrastructure, cultural consumer behaviors, and entrepreneurial clusters to drive sustained market penetration. Hybrid models that integrate physical retail presence with digital sales channels expands accessibility and create resilience against macroeconomic volatility and supply chain disruptions.

From an economic empowerment perspective, tech retail franchising generates pathways for inclusive participation by enabling local entrepreneurs to access established brand networks, technological know-how, and financing mechanisms. These dynamics contribute to employment generation, skills development, and the diffusion of innovation within local economies. The strategic interplay between global manufacturers and domestic business owners further underscores the potential for franchising to act as a bridge between foreign investment and grassroots economic growth, thereby strengthening both market competitiveness and socio-economic resilience.

Future research should deepen the analysis of digital franchising models, particularly their scalability in infrastructure-constrained environments, and assess the long-term sustainability of hybrid retail systems in volatile economies. Comparative studies between markets could offer actionable insights into transferable strategies and context-specific adaptations. Additionally, more empirical work is needed to evaluate how increasing consumer preferences, mobile commerce adoption, and fintech integration will shape the next phase of tech retail growth, ensuring that franchising remains a catalyst for innovation, inclusion, and economic transformation.

REFERENCE

[1] Abdul-Azeez, Oluwatosin & Ihechere, Alexandra & Idemudia, Courage. (2024).

Enhancing business performance: The role of data-driven analytics in strategic decision-making. *International Journal of Management & Entrepreneurship Research*. 6. 2066-2081. 10.51594/ijmer.v6i7.1257.

[2] African Business. (2024). *What Transssion tells us about Chinese investment in Africa*. African Business. <https://african.business/2024/08/technology-information/what-transssion-tells-us-about-chinese-investment-in-africa>

[3] Agayev, Rais. (2024). Franchising in the car service business: A strategic model for scalable automotive services. *International Journal of Science and Research Archive*. 12. 1280-1290. 10.30574/ijrsra.2024.15.3.1809.

[4] Aimuengheuwa, J. (2023). *Statistical analysis of smartphone growth and the impact on Nigeria's economy*. TE Insights. <https://techeconomy.ng/statistical-analysis-of-smartphones-growth-and-the-impact-on-nigerias-economy/>

[5] Aithor & Mateusz Brodowicz. (2024). "Best Buy" company analysis case study. <https://aithor.com/essay-examples/best-buy-company-analysis-case-study>

[6] Alexandra, Luna. (2025). Franchising Models for Different Car Services: Comparing Franchising Models for Oil Changes, Tire Rotations, and Car Washes. 14.

[7] APA Centre Entrepreneur. (2025). *Types of entrepreneurs: Find out which one are you*. APA Entrepreneur. <https://apacentrepreneur.com/types-of-entrepreneurs-find-out-which-one-are-you/>

[8] Balsarini, P., & Lambert, C. (2024). The Dimensions of Entrepreneurial Orientation in Franchise Networks: Exploring the Role of Franchisee Associations. *Administrative Sciences*, 14(1), 2. <https://doi.org/10.3390/admsci14010002>

[9] BrewerLong. (2025). *Franchise agreements vs. independent business ownership: Key legal differences*. BrewerLong. <https://brewerlong.com/information/business-law/franchise-agreements-vs-independent-business/>

[10] BusinessDay. (2025). *How Nigeria's top smartphone seller, Transssion, became world's 4th largest*. BusinessDay. [IRE 1711355](https://businessday.ng/technology/article/how-</p>
</div>
<div data-bbox=)

- nigerias-top-smartphone-seller-transsion-became-worlds-4th-largest/
- [11] CitiXsys. (2025). *Modern cloud-based POS software for retailers*. iVend Retail. <https://ivend.com/cloud-pos-software/>
- [12] Conner, C. (2025). *Franchise supply chain management*. FMS Franchise. <https://www.fmsfranchise.com/franchise-supply-chain-management/>
- [13] Conner, C. (2025). *Franchise supply chain management*. FMS Franchise. Retrieved August 8, 2025, from <https://www.fmsfranchise.com/franchise-supply-chain-management/>
- [14] Cooper, Mason. (2024). Supplier Collaboration and Partnership: Insights into Building Effective Procurement Relationships. 10.20944/preprints202407.0746.v1.
- [15] Creative Team. (2021). *An effective franchise model for mobile app ventures*. Yugasa. Retrieved August 7, 2025, from <https://yugasa.com/an-effective-franchise-model-for-mobile-app-ventures>
- [16] CYPHER Learning. (2024). *Top franchise training software options for modern business growth*. CYPHER. Retrieved August 7, 2025, from <https://www.cypherlearning.com/blog/business/top-franchise-training-software-options-for-modern-business-growth>
- [17] DArruda, A. C., Melo, P. L. R., Coelho, D. B., Arruda, M. C. S. (2025). Franchise chains and regional development: an institutional analysis of Brazilian central-west. *Internext*, 20(2), e814. <https://doi.org/10.18568/internext.v20i2.814>
- [18] Darvidou, Konstantia. (2024). Omnichannel Marketing in the Digital Age: Creating Consistent, Personalized and Connected Customer Experiences. *Technium Business and Management*. 10. 34-54. 10.47577/business.v10i.11903.
- [19] DataCube Research. (2025). *Nigeria consumer electronics market segmentation*. DataCube Research. <https://www.datacuberesearch.com/nigeria-consumer-electronics-market>
- [20] FasterCapital. (2025). *Centralized product launch: Streamlining product launches—The power of centralization*. FasterCapital. <https://fastercapital.com/content/Centralized-product-launch-Streamlining-Product-Launches--The-Power-of-Centralization.html>
- [21] FasterCapital. (2025). *Franchise industry: The franchise revolution—Disrupting traditional business models*. FasterCapital. <https://fastercapital.com/content/Franchise-industry--The-Franchise-Revolution--Disrupting-Traditional-Business-Models.html>
- [22] FasterCapital. (2025). *Franchise innovation: How to adapt and improve your franchise business*. FasterCapital. <https://fastercapital.com/content/Franchise-innovation--How-to-Adapt-and-Improve-Your-Franchise-Business.html>
- [23] FasterCapital. (2024). *Leveraging digital solutions for franchise success*. <https://fastercapital.com/topics/leveraging-digital-solutions-for-franchise-success.html>
- [24] FasterCapital. (2025). *Microfranchise models: Microfranchise vs. traditional franchise—Which is right for your startup*. FasterCapital. <https://fastercapital.com/content/Microfranchise-models--Microfranchise-vs--Traditional-Franchise--Which-is-Right-for-Your-Startup.html>
- [25] FasterCapital. (2025). *Serial entrepreneurs revolutionizing e-commerce*. <https://fastercapital.com/content/Serial-Entrepreneurs-Revolutionizing-E-commerce.html>
- [26] FasterCapital. (2024). *The importance of franchise training programs*. FasterCapital. Retrieved August 7, 2025, from <https://fastercapital.com/topics/the-importance-of-franchise-training-programs.html/1>
- [27] FasterCapital. (n.d). *The key elements of a franchise training program*. FasterCapital. <https://fastercapital.com/topics/the-key-elements-of-a-franchise-training-program.html>
- [28] Devine, Brett. (2024). Microfranchising and necessity entrepreneurs. *Small Business Economics*. 64. 957-987. 10.1007/s11187-024-00930-2.
- [29] Emma, Lawrence. (2025). Entrepreneurship in the Digital Era: Opportunities, Risks, and Innovations.
- [30] FMS Franchise. (2024). *Unlocking franchise operational success: The essential role of customizable, repeatable processes for small business owners*. <https://www.fmsfranchise.com/unlocking->

- franchise-operational-success-the-essential-role-of-customizable-repeatable-processes-for-small-business-owners/
- [31] Forbes. (2024). Micro-franchising: A growing trend in 2024? Forbes. <https://www.forbes.com/sites/fionasimpson1/2024/02/01/micro-franchising-a-growing-trend-in-2024>
- [32] Forman, A. (2024). *5 franchise workforce trends: What they mean for franchise employers*. Franchise Business Review. <https://tour.franchisebusinessreview.com/posts/franchise-workforce-trends/>
- [33] Gjorgjioska, Emilija & Angeloska-Dichovska, Monika & Boshkoska, Meri. (2023). The Franchise Business Model as a Concept for Entrepreneurial Development: Opportunities and Legal Aspect - the Case of Republic of North Macedonia. 9. 9.
- [34] Hall, A. (2025). *Franchisee pushback on shifting central purchasing mandates*. Aaron Hall Law. Retrieved August 8, 2025, from <https://aaronhall.com/franchisee-pushback-on-central-purchasing-mandates/>
- [35] Hanafiah, Mohd Hizam & Ghani, Mohd & Isa, Rosmah & Hamid, Hamizah. (2022). Critical Success Factors of Franchising Firms: A Study on Franchisors and Franchisees. Administrative Sciences. 13. 8. 10.3390/admsci13010008.
- [36] Hayes, A. (2024). *What is a franchise, and how does it work?* Investopedia. <https://www.investopedia.com/terms/f/franchise.asp>
- [37] Hindarto, Djarot. (2023). The Role of E-Commerce in Increasing Sales Using Unified Modeling Language. International Journal Software Engineering and Computer Science (IJSECS). 3. 120-129. 10.35870/ijsecs.v3i2.1503.
- [38] Holloway, Samuel. (2024). Impact of Digital Transformation on Inventory Management: An Exploration of Supply Chain Practices. 10.20944/preprints202407.0714.v1.
- [39] HostBooks. (2025). *Case study: Transforming a leading smartphone retail chain with HB ERP360*. HostBooks. <https://www.hostbooks.com/case-study/smartphone-retail-chain/>
- [40] Idoko, N. (2023). *A guide to franchising opportunities in Nigeria*. Professions.ng. . <https://professions.ng/franchising-opportunities-in-nigeria/>
- [41] Ilan Alon, Indri Dwi Apriliyanti, Massiel Carolina Henríquez Parod (2021). A systematic review of international franchising. Multinational Business Review 7 January 2021; 29 (1): 43–69. <https://doi.org/10.1108/MBR-01-2020-0019>
- [42] International Franchise Association. (2023). *IFA presses SBA on proposed changes to loan programs*. <https://www.franchise.org/2023/01/ifa-presses-sba-on-proposed-changes-to-loan-programs>
- [43] iSpring Solutions. (2023). *Franchise training: How to build an effective program*. iSpring. Retrieved August 8, 2025, from <https://www.ispringsolutions.com/blog/franchise-training>
- [44] Jefferson S. Flores. (2025). The Impact of E-Commerce on Small and Medium Enterprises in the Second District of Albay. DOI: <https://dx.doi.org/10.47772/IJRISS.2025.9010072>
- [45] Jinou Xu, Margherita Pero, Margherita Fabbri. (2023). Unfolding the link between big data analytics and supply chain planning. Technological Forecasting and Social Change, Volume 196, 122805, ISSN 0040-1625. <https://doi.org/10.1016/j.techfore.2023.122805>
- [46] Kelleher, K. (2023). *Bridging the digital divide: The evolution of e-commerce in the retail industry*. Bryj. <https://www.bryj.ai/bridging-the-digital-divide-the-evolution-of-e-commerce-in-the-retail-industry/>
- [47] Kwapis, P. (2023). *How to choose CRM software for franchise networks*. SalesWizard. <https://saleswizardapp.com/how-to-choose-crm-software-for-franchise-networks/>
- [48] Lederman, S. (2024). *Minorities in franchising*. Franchise Journal. <https://www.franchisejournal.com/minorities-in-franchising>
- [49] Limetray. (2025). *Cloud-based restaurant POS system for franchise management*. <https://limetray.com/blog/cloud-restaurant-pos-franchise-management-2/>
- [50] Magenest. (2024). *eCommerce statistics 2024: Trends, facts, and figures*. <https://magenest.com/en/ecommerce-statistics-2024/>
- [51] McKinsey Global Institute. (2024). *The next big arenas of competition*. McKinsey & Company. <https://www.mckinsey.com/~media/mckinsey>

- /mckinsey%20global%20institute/our%20research/the%20next%20big%20arenas%20of%20competition/the-next-big-arenas-of-competition_final.pdf
- [52] McPherson, B. (2024). *How to build trust between franchisors and franchisees*. FranchiseWire. Retrieved August 7, 2025, from <https://www.franchisewire.com/how-to-build-trust-between-franchisors-and-franchisees/>
- [53] Meegle. (2025). *Franchise model CRM systems*. https://www.meegle.com/en_us/topics/franchise-model/franchise-model-crm-systems
- [54] Mohd Faizal Abdul Ghani, Mohd Hizam-Hanafiah, Rosmah Mat Isa, Hamizah Abd Hamid. (2022). A Preliminary Study: Exploring Franchising Growth Factors of Franchisor and Franchisee. *Journal of Open Innovation: Technology, Market, and Complexity*, Volume 8, Issue 3, 138, ISSN 2199-8531. <https://doi.org/10.3390/joitmc8030138>.
- [55] Muradov, K. (2024). *Navigating the business world: The paths of the serial entrepreneur and the investor*. Forbes. <https://www.forbes.com/councils/forbesbusinesscouncil/2024/03/05/navigating-the-business-world-the-paths-of-the-serial-entrepreneur-and-the-investor/>
- [56] OECD (2024), *The Role of Incentives in Investment Promotion: Trends and Practices in OECD Member Countries*, OECD Publishing, Paris, <https://doi.org/10.1787/e3338264-en>.
- [57] Oni, Samuel. (2025). Scalability Strategies for Automotive Franchises: Discussing ways to scale car service franchises, such as standardized processes, technology integration, and effective marketing. 14.
- [58] OpCentral. (2023). *The power of operational consistency in franchise business: Unlocking success and growth*. <https://opcentral.com.au/about/blog/post/the-power-of-operational-consistency-in-franchise-business-unlocking-success-and-growth>
- [59] Pew Research Center. (2021). *Digital divide persists even as Americans with lower incomes make gains in tech adoption*. Pew Research Center. <https://www.pewresearch.org/short-reads/2021/06/22/digital-divide-persists-even-as-americans-with-lower-incomes-make-gains-in-tech-adoption/>
- [60] Premise Data Corporation. (2022). *Smartphone penetration in Nigeria: What proportion of the voting-age population could a smartphone poll possibly reach?* <https://premise.com/wp-content/uploads/Smartphone-penetration-Nigeria.pdf>
- [61] Retreva. (2024). *Using CRM effectively in B2B franchise businesses*. <https://www.retreva.com/customer-relationship-management-b2b-franchises/>
- [62] Rosner, M. (2024). *Best practices in new franchisee training*. Mark Knowles Site. Retrieved August 7, 2025, from <https://msaworldwide.com/operations-training-and-support/best-practices-in-new-franchisee-training/>
- [63] Sabaran, Nur & Abd Aziz, Nurul Ashykin. (2023). TECHNOLOGY ADOPTION IN FRANCHISING BUSINESS: UNDERSTANDING FACTORS AND CHALLENGES. *Journal of Technology and Operations Management*. 18. 49-59. 10.32890/jtom2023.18.2.4.
- [64] Santos, Victor & Mendes, Lara. (2023). Digital Transformation of the Retail Point of Sale in the Artificial Intelligence Era. 10.4018/978-1-6684-8574-3.ch010.
- [65] Seid, M. H. (2025). *Franchise training programs – the basics*. Mark Knowles Site. Retrieved August 8, 2025, from <https://msaworldwide.com/operations-training-and-support/franchise-training-programs-the-basics/>
- [66] Sensibletraveladvice. (2025). *The future of retail: How government subsidies accelerate digitalization for small retail businesses via POS grants*. <https://www.sensibletraveladvice.com/the-future-of-retail-how-government-subsidies-accelerate-digitalization-for-small-retail-businesses-via-pos-grants>
- [67] SkyQuest Technology Consulting. (2024). *Mobile phone accessories market growth, size & share analysis | 2032*. SkyQuest. <https://www.skyquestt.com/report/mobile-phone-accessories-market>
- [68] SME Guide. (n.d.). *The rise of phone and electronics stores in Nigeria: Trends and insights*. SME Guide. https://smeguide.net/the-rise-of-phone-and-electronics-stores-in-nigeria-trends-and-insights/?utm_source=chatgpt.com

- [69] Somnath Chattopadhyay, Hanisha Komal Thakur, Krati Vijay Vargi, Anney Suchitra, Palak Agarwal. (2024). Franchise - A Smart Business Solution. *International Journal of Research Publication and Reviews*, Vol (5), Issue (11), Page – 2978-2983. <https://ijrpr.com/uploads/V5ISSUE11/IJRPR35030.pdf>
- [70] Square. (2025). *Franchise management software | Square for Franchises*. <https://squareup.com/us/en/franchises>
- [71] Statista. (2024). *U.S. smartphone market – Statistics & facts*. <https://www.statista.com/topics/2711/us-smartphone-market/>
- [72] Suartina, I Wayan & Wimba, I & Astrama, I & Wulandari, Ni & Rahmayanti, Putu & Yasa, Ni & Sujana, I.. (2022). The role of brand love in mediating the effect of intensive distribution and social media promotion on brand loyalty and e-WOM. *International Journal of Data and Network Science*. 6. 335-346. 10.5267/j.ijdns.2022.1.004.
- [73] Sun, K.-A., & Lee, S. (2023). How do strategic pricing approaches influence franchise fee decisions? *Tourism Economics*, 30(6), 1508-1530. <https://doi.org/10.1177/13548166231218766> (Original work published 2024)
- [74] U.S. Chamber of Commerce. (2025). *Cloud-based POS systems explained: Key benefits and examples*. CO— by U.S. Chamber of Commerce. <https://www.uschamber.com/co/run/technology/cloud-based-pos-systems-explained>
- [75] U.S. Chamber of Commerce. (2024). *Small Business Data Center: See the data behind America's small businesses*. <https://www.uschamber.com/small-business/small-business-data-center>.
- [76] U.S. Department of the Treasury. (2024). *Treasury releases new data showing over \$58 billion in loans supported by programs to expand economic opportunity*. <https://home.treasury.gov/news/press-releases/jy2578>
- [77] U.S. Small Business Administration. (2025). *Minority-owned businesses*. <https://www.sba.gov/business-guide/grow-your-business/minority-owned-businesses>
- [78] U.S. Small Business Administration. (2025). *Office of Small Business Development Centers*. <https://www.sba.gov/about-sba/sba-locations/headquarters-offices/office-small-business-development-centers>
- [79] Yin, Xiaoli & Zajac, Edward. (2004). The strategy/governance structure fit relationship: Theory and evidence in franchising arrangements. *Strategic Management Journal*. 25. 365 - 383. 10.1002/smj.389.
- [80] Yunita, Dessy & Adam, Mohamad & Wahab, Zakaria & Andriana, Isni & Nailis, Welly. (2024). *Omni-Channel Strategy in the Digital Retail Environment*. 10.5772/intechopen.1005112.
- [81] Wilson, George & Brown, William & Johnson, Oliver. (2024). *The Impact of Mobile Technologies on Consumer Behavior in Retail Marketing*. 10.20944/preprints202407.2030.v1.
- [82] Wolniak, R., Stecuła, K., & Aydın, B. (2024). Digital Transformation of Grocery In-Store Shopping-Scanners, Artificial Intelligence, Augmented Reality and Beyond: A Review. *Foods*, 13(18), 2948. <https://doi.org/10.3390/foods13182948>
- [83] 1SEO Digital Agency. (2024). *Achieving brand consistency: Balancing standardization and local flexibility in franchises*. 1SEO Blog. <https://1seo.com/blog/achieving-brand-consistency-balancing-standardization-and-local-flexibility-in-franchises/>