

# FRANCHISING MODEL OF COMMERCIALIZATION OF SCIENTIFIC LIBRARIES' SERVICES AT RESEARCH UNIVERSITIES

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**Abstract.** The *aim of the article* is the formation of an innovative model for the commercialization of the services of scientific libraries of research universities in order to increase their financial autonomy. The *methodology* of the research is based on the use of methods: scientific generalization, systematization, comparison, modelling. The *object* of research is the activity of scientific libraries of research universities, which strive to vary in the current conditions of rapid technological development. The *research results* consist of the systematization of the main and secondary functions of scientific libraries of research universities. A new economic category of "digital franchising" has been proposed and characterized as a model of cooperation between the franchisor and the franchisee when the rights to use and represent the company of the franchisor in the intercontinental digital space are transferred. The franchisee has the right to use the company name, services, goods, technological processes, and software of the franchisor to create its own digital network of sub-franchisees and digital products on the basis of the conditions specified in the contract. Such kind of franchising will allow settling relations in a digital cyberspace, promptly developing and getting new, yet not completely studied forms. Comparison of traditional and digital models of franchising has allowed to show differences on ten basic criteria: costs for building a network; speed of interaction; level of managerial flexibility; updating of the system; the possibility of expanding the network; financial control; brand management; rate of return; the speed of information about new services; need for operational management. The revealed discrepancies are mainly characterized by different time frames for implementing managerial decisions and excellent approaches to the formation and use of the necessary financial and organizational resources. The author has developed an innovative franchise model, which makes it possible to effectively commercialize the services of scientific libraries. This model is based on the use of franchising by building a broad network of digital services. The peculiarity of digital franchising is revealed, which consists in the essential optimization of expenses for organizing the activities of scientific libraries, in comparison with the traditional model, and speeding up the pace and quality of service. The *practical significance* of the obtained results lies in new opportunities for pushing a new wave of development of methods for commercializing the services of scientific libraries of research universities and their dissemination at the global level. Using the developed innovative franchise model will be useful for theorists and practitioners engaged in the development of strategies for the development of research universities and their scientific libraries. The *main conclusion* of the research is that the introduction of a developed marketing tool by talented managers with an entrepreneurial type of thinking will become a source of financial autonomy for scientific libraries of research universities they manage. Digital expansion in a strategic perspective will absorb all the major information flows that affect the development of the world. Libraries of research universities, as key centres for aggregation and translation of scientific information and knowledge, should be ready for such scenario and already experiment with new tools for the future, which is digital franchising.

**Key words:** digital franchising, franchising model, scientific libraries, research universities, commercialization of services.

**JEL Classification:** M21, M31

## 1. Introduction

The twenty-first century is characterized as a digital era. In such dynamic conditions for the development of technologies, it is necessary to generate new models of

interrelations that ensure the functioning of mechanisms of research universities with the maximum useful return. Modern research universities in many countries of Europe and the world need to find alternative sources of

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financing that will enable them to ensure their financial autonomy. This is due to the limited state funding and the lack of belief that research universities can become even more effective and build a modern management model.

First of all, we want to draw attention to the development of scientific libraries of research universities. In fact, they are the basic unit of strategic importance. In them, research universities realize the functions: storage of knowledge in funds; digitization of knowledge, set out on paper; providing coworking space for comfortable work of users; serve as a platform for the formation and exchange of knowledge between users. Against the backdrop of these functions, the main characterizing library is the provision of the information capability of the learning process and the conduct of research.

Libraries of research universities are simply doomed to become a centre for the concentration of young people with high intellectual potential and to provide them with all the conditions for creating and disseminating new knowledge. In fact, the meeting place, self-education, writing scientific papers, coworking events and other, worldwide libraries of universities, understand the importance of the scientific library in their development.

The European practice of using scientific libraries demonstrates their great popularity among students and researchers of different age and status. This well-established tradition of creating comfortable working conditions for every visitor is the key to such frenzied popularity of scientific libraries in the EU. In the scientific and public libraries of the European Union, you can observe all modern technologies for construction, design space design, modern furniture, innovations in the preservation and cataloguing of information sources, accessories and equipment for librarians. The main task for today is the development of the existing potential and the search for new forms of commercialization of library services to ensure their financial autonomy.

## 2. Literature review

Scientific libraries need to be managed as creatively as possible. This opinion is shared by Basamygina I. & Apanasenko A. (2009), that in their scientific work, approaches to the marketing management of library activity in modern economic conditions were widely considered. The authors presented the concept of creative library management, focused on satisfying the present and future documentary and information needs of users through analysis, forecasting and stimulating the demand for library products. Sherman A.J. (2011) devoted his work to strategies for attracting intellectual capital for franchising relationships and the latest trends in franchising. The author widely discloses the essence of franchising as a key element of the growth

strategy and analyses issues of financial strategies in the process of implementing the franchising business concept. It shows strategic and structural alternatives to franchising, structuring of licensed programs and agreements. Dant R.P., Grünhagen M. & Windsperger J. (2011) in their study explain the unique features of franchising, stimulating innovators. Four unique franchising elements are analysed.

Leusing B. (2011) on the example of Germany reviewed the changes made to the management system of higher education institutions, based on the introduction of business practices in their activities. They determine the implementation of franchising concessions in the German education system, as well as franchising higher education programs in an international context. Using new models of commercialization of services, entering new markets always brings its positive dividends. Scientists Baldwin J. and Yan B. (2012) investigated how market growth contributes to higher productivity. The authors concluded that access to new international and domestic markets leads to an increase in the productivity of globalized organizations.

The issue of franchising in the sphere of culture has been extensively studied in previous publications of Sitnitskiy M. (2013). The specifics of the franchising implementation in the sphere of culture are detailed. The question of using the franchising model in the sphere of culture was raised for the first time. The phenomenon of franchising is characterized, the main opportunities, advantages and disadvantages of franchising in the sphere of culture are systematized and the author's definition of the concept of "Franchising in the sphere of culture" as an economic category is provided.

Successful examples of franchising development of media products for television, cinema, comics, games, and merchandising on the US market Johnson D. (2013) are shown. Franchising in the field of mass media provides a unified portrait of the overall cultural production of the media industry. Iliasa A. (2013) shows the development of the concept of franchising in Germany for more than 30 years. It is noted that in 2012 the industry turnover amounted to more than 60 billion euros. Many companies that start their business decide to join the franchise system to start a business, numerous companies supplement their sales through the franchise sales channel and some work through international franchising. Opportunities and risks of franchising in general with the conceptual idea of a "global office" are analysed.

Neklessa A. (2016) in his study justifies the opinion of the rapidity of the technological development of mankind and determines the priority industries that will become a key in the future. The author prophesies franchising with a key role, noting the following: "In other words, the franchise of the future becomes the subject of reflection: promotion of complex social formats and

business projects in the competitive field, delegating the possibility of their cloning with certain privileges and reservations." Soni B.K. & Trivedi J. (2016) – this study is aimed at studying the business model of franchising across individual sectors, one of which is education. The main aim of the work is to study the relationship between the support provided and the conflict zones between the franchisor and the franchisee. Henricks M. (2016) is considering increasing employment in franchising companies in the US in 2016 on the basis of the report of the International Franchise Association (IFA) in Washington. The experience of organizations that contributed to the development of business in the region is highlighted.

Calderon-Monge E., Pastor-Sanz I. & Ribeiro-Soriano D. (2016) explored the experience of Spain on how the behaviour of the brand influences the decision of potential franchisees in Spain. The findings confirm that franchising is an alternative to the business strategy that firms apply when faced with adverse changes in the environment, such as those caused by the economic crisis in Spain. Boulay J., Caemmerer B., Evanschitzky H. & Duniach K. (2016) – the relationship between multifunctional franchising and productivity in four main tasks in the management of the franchise chain: growth, uniformity, local response, and system-wide adaptation. Dada O., Jack S. & George M. (2016) explored the prospects for franchising in education. The model of overcoming the geographical distance between universities is shown on the basis of the introduction of the franchise cooperation approach.

Karaduman İ. & Arici G. (2016) in the study examined the impact of the International Franchise Association (UFRAD) on the decision-making process of franchise companies. The authors stressed the effectiveness of the franchise approach for the successful development of the network without the need for experience in training people. Stanford A.O. (2016) focused on environmental factors associated with international franchising in Singapore. This study is the basis for building a marketing plan for franchising. In addition, this work serves as a guide for potential investors.

Lazorenko T. & Frolova A. (2017) researched the conceptual apparatus of franchising and the history of its emergence on a global scale. Modern imperatives of the development of scientific libraries, which are researched by Sitnitskiy M. (2017), determined the need for technological re-equipment and change of traditional approaches to the management of scientific libraries, which should be based on effective European and world practice. The issue of pricing for the services of organizations that created franchising networks was investigated by Jeitschko T.D., Jung Y., Kim J. (2017). Obligations under a joint marketing agreement allow organizations to use their individual prices, which leads to increased profits and a reduction in the excess of consumers.

O'Neill R. (2017) reviewed issues related to the decision-making process of franchisees. He analyses the necessary prerequisites for effective decision-making by the franchisee about starting a business, especially as to whether to start a new business or become a franchisor. Beere R. (2017) reviewed the definitions of franchising in the understanding of the system. The author shows the history of the franchising development, as well as questions of its dominance in international markets. The prerequisites for the appearance of franchising and its influence on the sectors of the economy of countries and their structure are investigated. With the help of two sectoral case studies, the author shows how franchising enables the cardinal transformation of the industry structure from one fragmentation into a single consolidated one. Fernando Varotto L. & Aureliano-Silva L. (2017) examined the legal form of the franchise concept as a structured business system in the US, around the 1860s, when The Singer Company created a network of resellers for sewing machines. The authors conducted a large-scale study of the main theoretical views on the phenomenon of franchising in international academic journals, which is shown the evolution of the industry, highlighting the main issues. Based on 130 articles, from 1966 to 2015, five relevant theories of franchising are explored: 1) the theory of resource collection; 2) the theory of the agency; 3) analysis of transaction costs; 4) the theory of signalling, and 5) the theory of property rights. A descriptive statistical analysis was conducted to determine the main authors and trends with the most commonly used associated theories in franchising documents.

Scott N. (2017) presented the systematized information of experts and franchisees about the international potential of franchising given its significance for the UK economy. Mallapragada G. & Srinivasan R. (2017) argued that the growing trend towards improved innovation results is to go beyond the domestic markets through franchising. The positive effect of franchising on product innovation is strong for companies with high financial influence but weaker for companies with high scarce resources. The results show that the concentration of franchising companies has a contingent impact on products and processes of innovative consequences. So, franchising arises as a competing mechanism (for alliances and joint ventures). Daley J. (2017) in his work presented information about several problems related to the conclusion of transactions for franchise ownership through brokers franchising. The author developed proposals for the prevention of brokers and the hiring of consultants on franchising.

International aspects of franchising have been investigated by Rosado-Serrano A., Paul J. & Dikova D. (2018). The work analyses the literature and synthesizes existing knowledge related to global experience. Future directions of further research in the field of

international franchising have been identified, which consist of studying: cultural sensitivity, institutional barriers; motivation of management; ways to optimize finance. Ghantous N., Das S.S. & Chamero F. (2018) explored the management capabilities that ensure the interconnection of the effectiveness of international franchisors. It is revealed that intercultural communication improves the performance of control and adaptation of contracts for know-how. Perdreau F., Chaudey M., Chanut O. & Fadairo M. (2018) paid much attention to the study of the necessary scope for the duration of international franchise contracts. In a comprehensive research, Sitnicki M. (2018a) determined the main priorities for development of EU research universities on the basis of an analysis of the ranking indicators of world-class universities. In the next paper, Sitnicki M. (2018b) actualized the use of franchising in the sphere of services of scientific libraries and disclosed the details of the feasibility of implementing such model in practice.

### 3. Goals of the article

The goal of the article is the formation of an innovative model for the commercialization of the services of scientific libraries of research universities in order to increase their financial autonomy. Proceeding from the goal, the following tasks were set in the work:

1. To systematize the main and secondary functions of scientific libraries of research universities.
2. To propose a new economic category "digital franchising".
3. To compare the traditional model of franchising and digital franchising.
4. To develop an innovative franchise model, which makes it possible to effectively commercialize services of scientific libraries of research universities.

### 4. Methodology and empirical results

The countries of the European Union have ample opportunities to develop their own research universities and their structural units through an access to special EU funds, systematically finance programs for such development at local, national, and regional levels. In the process of transformational transformation, there is an urgent need for research universities to find alternative sources of funding that will allow them to receive a systemic income and develop their own material base. Proceeding from acquiring ever wider popularity in the European Union, and successfully implemented in the USA, ideas for developing the entrepreneurial potential of research universities, we suggest exploring the use of the marketing tool for franchising in the field of culture, to which libraries belong.

We believe that the use of this franchising approach in the activities of scientific libraries of research

universities will become a tool for commercializing library activities and strengthening their own financial autonomy. This way of constructing a commercial network of services provided by the library of research universities looks like when all its participants work on a common system, namely, the method of cooperation, in which the franchisor (the seller – the Scientific Library) transfers the franchisee (the buyer – specially formed with the participation of the franchisor to the intermediary, including through online) the right to use their trademark and unique library services. In a sense, franchisees and franchisors act almost like vertically integrated structures in the sphere of culture, because the parties are interconnected and each produces part of the service, eventually, they get to users, which distinguishes this kind of franchising among others. We understand that at first glance this idea seems sceptical and the established opinion about the scientific library as the centre of concentration of the obsessive and not ready for the perception of all new persons prevails. But we will try to argue the prospects of implementing this tool for developing the marketing potential of scientific libraries and increasing their financial autonomy.

In fact, we are talking about the areas of the emergence and application of franchising in the activities of scientific libraries, which may be of interest to franchisees for commercial activities and network development.

In the current economic realities, characterized by limited financial resources, it is necessary to build economic mechanisms that will pay for the functioning of scientific libraries and bring dividends. If we analyse the economies of the world, then a significant percentage of organizations in various fields of management in the US, Europe, and Ukraine are working on a franchising business model, Fig. 1.

Fig. 1 shows that the most developed countries of the United States and the European Union ensure the

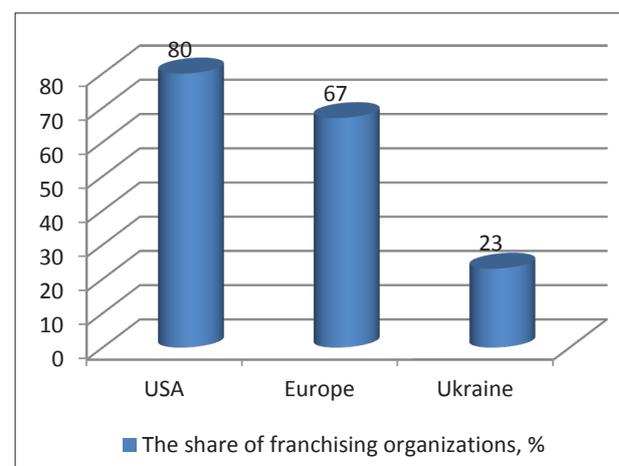


Fig. 1. The share of organizations in the market working on a franchise model

Source: (developed by the author on the basis of the Franchise Group, 2017)

development of their own economies in the majority on the basis of using a franchising business model. The most famous franchise model has reached in the US, France, Germany, and Poland. A significant reserve for the expansion of the franchising market is observed in Ukraine, but it is caused by a number of economic and political factors constraining such development and, thus, forms the pent-up demand for this development model.

By the criterion of organizing a franchising system, the following types are distinguished: direct; development of territories; master franchising. Let's characterize each of them.

1. *Direct franchising* – the franchisor independently provides franchisee services specified in the contract, as well as independently monitors and supports (providing advice, training, marketing, and advertising support) to the franchisee. This kind of franchising is the simplest and most common method of network development. The contract is concluded directly between the franchisor and the franchisee to open one franchise point.

2. *Territory development* – the area developer gets the right to open franchise points within a certain territory with the involvement of sub-franchisees. The agreement regulates the basic conditions for the creation of a certain number of franchising points for a certain period of time in a certain territory. As a rule, the rights to use the trademark and innovative technologies are transferred only after signing each separate franchise agreement with the sub-franchisee. Such a model of development is more often used by franchisors, who want to retain certain control characteristic of direct franchising, and at the same time avoid the need for selection and training of a large number of franchisees.

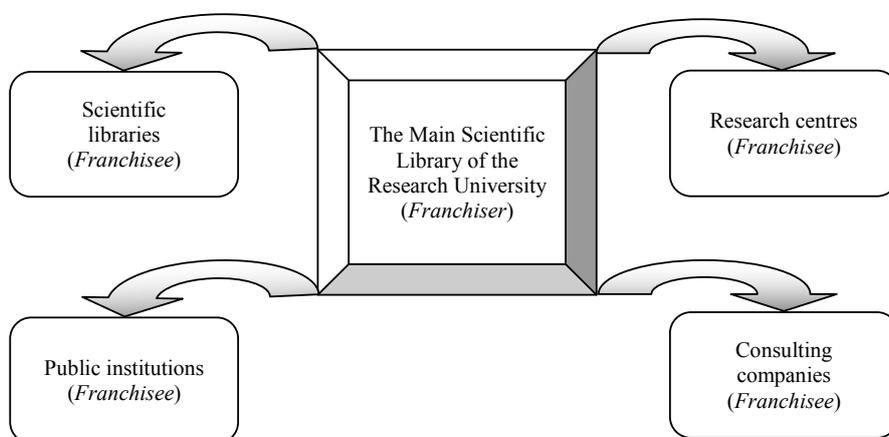
3. *Master franchising* – in this case, the franchisee receives a large number (sometimes all) of the franchisor's rights and obligations. Based on the agreement, the master

franchisee has the right to independently sell franchises (sub-franchises) in a certain territory. Usually, master franchise contracts are concluded for a whole country, or even for several countries; the main goal is to expand the franchisor to other countries and thus increase the value of the company.

We suggest adding this classification, also digital franchising. So let's give a definition.

4. *Digital franchising* – a model of cooperation between the franchisor and the franchisee, when the rights to use and represent the company of the franchisor in the intercontinental digital space are transferred. The franchisee has the right to use the company name, services, goods, technological processes, and software of the franchisor to create its own digital network of sub-franchisees and digital products on the basis of the conditions specified in the contract. Such a kind of franchising will allow settling relations in a digital cyberspace, promptly developing and getting new, yet not completely studied forms.

So, proceeding from the concept of digital franchising, a colossal knowledge base of scientific libraries of research universities can be used in the creation and dissemination of a professional consulting centre for the search and provision of scientific information focused on a certain subject matter. It is possible to create a separate brand for this activity and distribute it by opening mobile points in the provision of information services of a scientific direction. The geography of such items can be intercontinental, and this will give an opportunity to scientists who do not have the physical or financial ability to come and work professionally and aggregate information, qualitatively enough to receive such a service in their city. Digital franchising will make it possible to combine the leading consulting sites on-line around the real problem of access to the world base and effective search for knowledge. A digital system for automating franchising is being created. It has a network



**Fig. 2. A franchise model for the provision of services by scientific libraries of research universities**

Source: (developed by the author)

of franchisees and a detailed briefing on the procedures and conceptual framework for the provision of library services. Thus, the franchisee has the ability to quickly resolve issues arising in the process of work. Let's depict a franchising model of the commercialization of services of scientific libraries of research universities, Fig. 2.

In Fig. 2, an innovative business model based on digital franchising is proposed, and it is possible to effectively commercialize the services of scientific libraries of research universities. This model is based on the extensive use of the library funds of the main scientific library of the research university (franchisor) by building a wide network of digital services through franchising relations with a network of partners representing various institutions of public life. Let's characterize in detail the relations with these institutions, acting in the proposed model as a franchisee.

1. *Scientific libraries* – small university libraries in cities, districts and towns that can act as a franchisee and provide digital services to users of their region by using the digital platform of the franchisor. It is quite clear that the main libraries of research universities should create a unique technology that will effectively aggregate information in a focus request and instantly distribute it in the necessary directions that were defined in the franchisee's client request.

2. Research centres are institutions that have in their structures many command and project associations and groups aimed at solving the scientific problems posed to them. Ensuring the need for relevant, timely and objective information is an extremely important factor for the successful achievement of project objectives. Such organizations can act as franchisees and implement a large-scale policy of franchiser expansion into new markets and client platforms.

3. *Public institutions* – a set of institutions, where an adjacent service can be the satisfaction of information needs of people. For example, the "cafe-informant", where the concept of the institution is the combination of high-quality food, comfortable space and aggregation of information on a specific topic in the visit to the institution. Honestly speaking, there have not been such places yet, but the implementation of this concept of institutions is quite natural, given the intensification of people's lives and the massive transition to digital space.

4. *Consulting companies* – organizations that are responsible for a high-quality array of aggregated data, help to make decisions for company executives of various activities. It is quite feasible to introduce a model of digital franchising in such organizations and to enable them to use this concept to increase the efficiency of their own commercial activities and use a broad knowledge base.

This model is based on the use of franchising by building a wide network of digital services that makes it possible to obtain the following effects from such activities:

- social – the provision of highly developed intellectual persons to join consumption and the creation of scientific knowledge "without leaving home" and significantly saving time;
- popularize scientific libraries and make it possible to use their funds not only for those who study and work in research universities but also for all who wish and have the scientific ability to create knowledge;
- create a broad franchise business model for the provision of quality library services, thus creating jobs and giving a ready innovative model of work to self-employed, qualified entrepreneurs.

Table 1 allowed showing the main differences between the traditional model of franchising relationships and the

Table 1

**Comparison of the traditional model of franchising and digital franchising**

Nº	Criterion	Traditional franchising model	Digital model of franchising
1	Network construction costs	Significant, permanent	Moderate
2	Interaction speed	Slow, limited by the distance and capabilities of communication tools	Instant, due to the full automation of business processes, maintenance, briefing and interaction
3	Level of management flexibility	Low	High
4	Renewal	Slow, with high probability of adaptation of individual modules and procedures, regional features	Fast and at the same time all network partners
5	The possibility of expanding the network	Limited by material resources	Global, intercontinental
6	Financial control	Complicated	Automatic reporting and control of all transactions of franchisees
7	Brand management	Centralized slow	Centralized dynamic
8	Rate of return	Moderate	High
9	Speed of informing about new services	Operational	Instant
10	The need for operational management	In some cases	Absent

Source: developed by the author

digital model, corresponds to the modern trend of the transition of many business processes and information flows into the digital space. In fact, the digital franchise model allows gaining more control over the franchisee and improving the efficiency of business processes by reducing administration time and reducing financial costs. Thus, the proposed model of digital franchising will allow scientific libraries of research universities to enter the intercontinental space not “proceeding” from their walls.

## 5. Conclusions

Summarizing studies of ways to commercialize the services of scientific libraries of research universities, let's note that franchising in the sphere of culture is a dynamically developing phenomenon in Europe and the world; therefore, it is expedient to experiment with its implementation in a timely, innovative, and prospective manner.

The systematization of the main and secondary functions of research libraries of research universities has made it possible to identify the most important of them, which are the provision of information opportunities for the process of teaching and research.

The new economic category “digital franchising” is offered, the classification of franchising, based on the organization of the franchising system, with a new kind, is complemented by the modern and future forms of partnership, taking into account the rapid development of the digital space.

Comparison of traditional and digital models of franchising allows showing differences on the ten main criteria: the costs of building a network; speed of interaction; level of managerial flexibility; updating of the system; the possibility of expanding the network; financial control; brand management; rate of return; the speed of information about new services; need for operational management. The revealed discrepancies are mainly characterized by different time frames for implementing managerial decisions and excellent approaches to the formation and use of the necessary financial and organizational resources.

An innovative franchise model has been developed; it is possible to effectively commercialize the services of scientific libraries of research universities and is called upon to realize the critical need for changes in approaches to the management of scientific libraries of research universities. The introduction of this marketing tool by talented managers with an entrepreneurial type of thinking will become a source of financial autonomy for the scientific libraries of the research universities they manage. Digital expansion in a strategic perspective will absorb all the major information flows that affect the development of the world. Libraries of research universities, as key centres for aggregation and translation of scientific information and knowledge, should be ready for such a scenario and already experiment with new tools for the future, which is digital franchising.

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