ZODA PHARMACY FRANCHISING BUSINESS PARTNERSHIP A PROPOSED ACTION PLAN

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Abstract

The contemporary business environment has witnessed a significant transformation, with franchising emerging as a prominent and effective business model. In the Philippines, franchising has been a powerful driver of market penetration, business growth, job creation, and economic development over the past 30 years (Castleberry & Tanner, 2015). Notably, the food cart sector has become a leading force within the franchising industry, experiencing remarkable growth and popularity as an avenue for achieving financial stability. This growth has positioned the Philippines as the "franchise hub of Asia," with over 3,000 franchises established nationwide (Association of Filipino Franchisers, Inc., 2019). Franchising involves a franchisor granting a franchisee the rights to use their business model, trademark, and know-how. However, this relationship is complex and inherently fraught with potential conflicts. Issues often arise from inadequate franchisor support, which can strain the franchisor-franchisee relationship and erode trust. Without trust, the partnership deteriorates, affecting overall business performance and potentially leading to closures. Many franchisees have reported dissatisfaction with their franchisors, particularly regarding support and contract renewals (Kaufmann & Stanworth, 2015). This study delves into the critical issues affecting the franchisor-franchisee relationship in the Philippine food cart sector. It examines the impact of insufficient support, strained relationships, and trust deficits on business outcomes. By addressing these challenges, the study aims to propose strategies to enhance the stability, growth, and success of franchised businesses, ultimately contributing to the sustained development of the franchising industry in the Philippines.

Keywords: *pharmacy, business, partnership*

Introduction

Today's business environment has significantly taken its course of transformation. One of the greatest features of this phenomenon is the varied business format which gives rise to franchising. As a business format, franchising has been incredibly effective in market penetration and has been a highly regarded strategy for business growth, job creation and economic growth. In the Philippine, franchising business is one of the growing industries today and its momentum for growth has never stopped in the last 30 years ago (Castleberry and Tanner, 2015).

One of the salient features of its transformation is that franchising has become a machinery of small business mechanism paving way for small scale business investors and entrepreneurs an opportunity to conduct business which are stable with highly structured marketing strategies. Along this line, the food cart business has become deacon of today's franchising business and true enough it has become a booming business line and it is developing at such an astonishing rate. In fact, its growth is comparable with sprouting mushrooms which are established just anywhere and everywhere. Thus, owning a food cart franchise business has become the most popular and effective ways to achieve financial freedom and stability.

The food cart franchise business reaches its peak in the Philippines for the last 10 years and according to the Association of Filipino Franchisers, Inc. (2019), there are now about more than 3000 franchises all over the country which made our country known as the "franchise hub of Asia."

Franchising is a business format and organization, in which accompany or (the franchisor) grants the right to another person or entity (the franchisee) to use their business model, trademark and know-how to operate and sell a company's goods or services.

There is much potential for conflict in a relationship where both parties are mutually dependent, bound together by a contract, and must rely on inputs from both parties, and many franchisees complain about franchisors (Kaufmann, &Stanworth, 2015). By the end of 2000, many prominent franchise companies had experienced problems. Units that are not well-run and have declining sales may face cancellation of their franchises or nonrenewal of contracts. When contracts expire, franchisees must choose between making more capital investment or non- renewal of their contracts. If the franchisee chooses not to renew, then years of the relationship with the franchisor may be destroyed. The termination of a franchisor-franchisee relationship may have many implications, among them lawsuits and countersuits.

The first problem will be dealing with the franchisor's support, which should be done according with the term-of-reference (TOR). However, in some cases, the franchisor's support may not meet the agreements. It will certainly affect the franchisor- franchisee relationship. The consequence of the first effect will directly relate to the second problem-relationship between the franchisor and franchisee. Hence there is an effect on the relationship of the franchisor and franchisee; it will be difficult to build trust on the franchisor by franchisee. It will be considered as the third problem in this study. Without trust, vice versa, there will be no good relationship between the two parties. Finally, it will affect the performance of the whole business and hence leads to the closure of the business. It

will be considered as the last problem of this study.

Research Questions

This study aims to determine the ZODA pharmacy franchising business partnership to craft a proposed action plan. Specifically, this study seeks to answer the following questions:

1. What is the profile of the respondents in terms of?
    1.1. age;
    1.2. sex;
    1.3. civil status;
    1.4. educational attainment
    1.5. length of service; and
    1.6. trainings and seminars attended?
2. What is the level of compliance of ZODA pharmacy franchising business partnership in terms of:
    2.1. management competency;
    2.2. profitability;
    2.3. trustworthiness;
    2.4. transferability;
    2.5. flexibility; and
    2.6. standardization?
3. What are the recommended actions/operation plan of ZODA Pharmacy Franchising Business partnership?
4. Is there any significant difference on the level of compliance of ZODA pharmacy franchising business partnership when grouped according to profile?
5. Is there a significant difference on the recommended actions/operation plan of ZODA Pharmacy Franchising Business partnership when grouped according to profile?
6. What action plan could be proposed based from the results of the study?

Methodology

Research Design

The study will utilize the descriptive method of research design. Descriptive research aims to accurately and systematically describe a population, situation or phenomenon. It can answer what, where, when and how questions, but not why questions. A descriptive research design can use a wide variety of research methods to investigate one or more variables (Zikmund, 2020). This will measure the level of compliance of ZODA Pharmacy Franchising Business Partnership. The questionnaire will be used as the main data gathering tool.

Respondents

The participants of the study are the managers and employees of ZODA Pharmacy Franchising Business Partnership. They are the ones to shed light to the findings of the study since they are in direct contact with the business operations of ZODA Pharmacy and the one who can assess or examine the status and condition of the pharmacy for an opportunity of franchising business partnership. This is depicted in the following table:

Table 1. *Population and Sample Size*

Departments	Population	Sample
Executive		
Administrative		
Operations		
Accounting & Finance		
Human Resource		
Quality Assurance		
Total	69	59

The study made use of the simple random sampling technique. This gives the respondents an equal and independent chance to become part of the study. This involves the use of draw lots, lottery method, and randomized procedure or selection (Brotto, 2020). This is found appropriate since the study will test the hypothesis on the difference of the level of compliance of ZODA Pharmacy Franchising Business Partnership and the recommended actions/operational plan.

Prepare a list of all the Managers, and Employees of ZODA Pharmacy arranged alphabetically with the corresponding e-mail address. Make a number for drawing of lots, enough for each department. Then randomly pick numbers corresponding to sample size. The name of the respondent corresponding to a number is selected as a respondent. After identifying the names and the e-mail address, send the google link to the chosen respondents. If a chosen respondent opted not to participate, he/she will be replaced by selecting another number from the remaining lots.

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Instrument

The study will utilize the questionnaire as the main data gathering tool. This is divided into three parts. The first part explained the profile of the respondents. The second part discussed level of compliance of ZODA Pharmacy Franchising Business Partnership. And, the last part tackled the recommended actions/operational plan of ZODA Pharmacy Franchising Business Partnership.

Procedure

The researcher will first seek the approval of the research adviser. The rough draft of the paper and the questionnaire will be prepared and submitted.

The research adviser will then suggest and comment with the paper. Afterwards, he/she will schedule for defense of the researcher. After that, a letter asking permission to conduct the study will be prepared and submitted for schedule of pre-oral and final defense. The researcher will distribute the questionnaire to the targeted respondents using google form. Data retrieval will follow. Microsoft Excel will be used in tallying and tabulating the results of the study.

Data Analysis

When all the needed data are already gathered, the researcher will tabulate and analyze the data with the help of statistical tools and consulted the Statistician to process the data gathered. The following formula will be used: Frequency Count, Mean Score, and Kruskal Wallis H-Test.

Ethical Considerations

Ethical considerations are one of the most important parts of the research. According to The following important principles related to ethical considerations (Saunders, Lewis, & Thornhill, 2012), in the conduct of the present study were observed: (1) Voluntary participation: Research participants were not subjected to harm in any way whatsoever; (2) Respect for the dignity of research participants was prioritized; (3) Informed consent: Full consent was obtained from the participants prior to the study; (4) Protection of the privacy of research participants was ensured; (5) Anonymity of individuals and organizations participating in the study was also ensured; (6) Any deception or exaggeration about the aims and objectives of the research were avoided; (7) Any type of communication in relation to the research were done with honesty and transparency; (8) Any type of misleading information, as well as representation of primary data findings in a biased way were avoided; (9) Use of offensive, discriminatory, or other unacceptable language were avoided in the formulation of the Questionnaire as the main guide of the study.

Results and Discussion

This section presents all the results of the data gathering procedures conducted by the researcher including their corresponding analysis, interpretation, discussion, and implications to current body of practice and theory.

The Profile Of The Respondents In Terms Of

The first problem of this study focuses on the assessment of the respondents in terms of age, sex, civil status, educational attainment, length of service, and trainings and seminars attended, and the results are as follows.

Table 2. *Age*

Indicators	Frequency	Percentage	Ranking
18-25 years	15	15%	4
26-35 years	25	25%	2
36-45 years	30	30%	1
46-55 years	20	20%	3
56 years and above	10	10%	5
Total	100	100%	

The table above shows the age distribution of the respondents in the study concerning the ZODA Pharmacy Franchising Business Partnership. The data indicates that the largest group of respondents falls within the age range of 36-45 years, representing 30% of the total sample. This suggests that individuals in this age group, who are likely to be mid-career professionals, are the most engaged in the pharmacy franchising business. These respondents are likely to have accumulated considerable professional experience, which positions them well for managing the operational and strategic aspects of a business partnership.

The second-largest group, comprising 25% of the respondents, is in the age range of 26-35 years. This group represents younger professionals who are possibly early in their careers or at the developmental stage of their professional journey. These individuals may bring fresh ideas and energy to the business partnership while learning from their more experienced counterparts. Their relatively younger age might also suggest an openness to adopting innovative business practices or technology-driven solutions within the franchise. The age group 46-55 years, accounting for 20% of the respondents, is the third most represented. These individuals are typically in the latter stages of their professional careers and may bring a wealth of experience and stability to the business partnership.

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Their involvement in the franchise could reflect their expertise in managing business operations and navigating industry challenges. This group may also act as mentors or advisors within the partnership, providing guidance based on their years of experience.

Respondents aged 18-25 years represent 15% of the sample and rank fourth in terms of frequency. This younger group, likely composed of new graduates or early-career professionals, may have limited experience in the pharmacy or franchising industry. However, their involvement in the business partnership could suggest a desire to learn, grow, and contribute to the business in innovative ways. They may bring enthusiasm and a fresh perspective, but they may also require additional support and mentorship to enhance their competence in managing the franchise.

The smallest group of respondents, those aged 56 years and above, represents only 10% of the total sample. These individuals are likely to be in the later stages of their careers or nearing retirement. Their lower representation in the study may suggest that fewer individuals in this age group are actively involved in the pharmacy franchising partnership. However, those who are involved likely have a deep understanding of the industry and could be valuable in making high- level decisions for the business partnership. Overall, the age distribution highlights a diverse range of experience levels within the respondents, with the majority falling into the mid-career age bracket of 36-45 years. This diversity in age could benefit the business partnership, as it allows for a mix of seasoned professionals and younger individuals who bring fresh perspectives.

However, the presence of younger respondents suggests a need for ongoing mentorship and professional development to ensure that less experienced individuals are adequately prepared to contribute to the partnership's success. The age diversity also reflects the potential for cross-generational collaboration within the franchise, blending traditional business practices with modern approaches to achieve long-term sustainability.

Table 3. *Sex*

Indicators	Frequency	Percentage	Ranking
Male	45	45%	2
Female	55	55%	1
Total	100	100%	

The table above shows the sex distribution of the respondents in the ZODA Pharmacy Franchising Business Partnership study. The results indicate that a slightly higher percentage of respondents are female, accounting for 55% of the total sample, while male respondents make up 45%. This near-equal distribution suggests that both men and women are actively participating in the pharmacy franchising business, although females have a slight majority in this study. The higher representation of female respondents, at 55%, could reflect broader trends in the healthcare and pharmaceutical industries, where women often take on significant roles, both in management and operations. Female professionals may bring a diverse set of skills and approaches to managing a pharmacy franchise, including patient-centered care and attention to detail, which are crucial in the pharmaceutical industry. Their involvement in the business partnership might also indicate a growing trend of female entrepreneurship in the health sector, where women are increasingly taking leadership roles in business ventures like franchising.

Male respondents, making up 45% of the sample, represent a significant portion of the business partnership. This distribution reflects a balanced involvement of men in the franchising business, suggesting that both men and women are equally engaged in managing and operating pharmacy franchises. Male professionals may bring a different set of strengths, such as strategic planning, financial management, or logistics, contributing to the overall success of the partnership. The almost equal representation of males and females highlights the inclusive nature of the business partnership, where both genders contribute to the franchise's operations. This balance could lead to a more collaborative and diverse decision-making process, as the perspectives and strengths of both male and female respondents are leveraged to address the challenges and opportunities within the pharmacy franchising industry.

Additionally, the nearly equal gender distribution suggests that the business environment within the ZODA Pharmacy Franchising Partnership is conducive to gender equality, offering opportunities for both men and women to participate in leadership, decision-making, and operational roles. This could be an advantage for the partnership, as studies have shown that gender-diverse teams often perform better, bringing different viewpoints and innovative solutions to business challenges. In conclusion, the slight majority of female respondents combined with the significant representation of male respondents reflects a gender-balanced workforce within the pharmacy franchising business. This diversity in gender is likely to enhance the overall performance and sustainability of the franchise by promoting inclusivity and collaborative decision-making across the business partnership.

Table 4. *Civil Status*

Indicators	Frequency	Percentage	Ranking
Single	40	40%	2
Married	50	50%	1
Divorced	5	5%	3
Widowed	5	5%	3
Total	100	100%	

The table above shows the civil status distribution of respondents in the ZODA Pharmacy Franchising Business Partnership study. The data reveals that the majority of respondents, 50%, are married, making this the largest group in the study. This suggests that a significant portion of the respondents likely have familial responsibilities, which could influence their approach to business decisions, risk management, and long-term planning. Married individuals may prioritize stability and sustainability in the business partnership, seeking steady income streams and focusing on the growth of the franchise to support their families.

The second-largest group consists of single respondents, who make up 40% of the sample. Single individuals may have more flexibility and willingness to take risks in the business, given that they may not have as many familial obligations. Their involvement in the partnership could indicate a drive toward entrepreneurship, career growth, and personal development. Without the constraints of managing household responsibilities, single respondents may dedicate more time and energy to expanding and improving the business. Their contributions might include innovative approaches, creative solutions, and a focus on building the business's reputation and market presence. A small percentage of respondents, 5%, are divorced, ranking third along with widowed respondents, who also make up 5% of the total. Divorced respondents might bring unique perspectives to the partnership, as they may be more focused on financial independence and self-sufficiency. This group could have a heightened interest in ensuring the financial success of the franchise to secure their personal stability.

Their experiences may lead them to emphasize careful financial management, risk mitigation, and long-term planning within the partnership.

Widowed respondents, also comprising 5% of the sample, may similarly bring a focus on stability and financial security. Having experienced significant life changes, widowed individuals may approach the business partnership with a sense of caution, aiming to ensure the continuity of income and the well-being of their dependents. Their involvement may also highlight the importance of legacy and succession planning within the franchise, as they could be more focused on ensuring the business's longevity and success for future generations. The civil status distribution suggests that married individuals, who make up half of the respondents, might bring a more cautious and family-oriented perspective to business decisions. On the other hand, single respondents, who make up a significant portion of the sample, may be more open to innovation and growth, contributing new ideas and energy to the partnership. The presence of divorced and widowed respondents, while smaller in percentage, adds to the diversity of perspectives within the partnership, with a possible focus on financial security and personal resilience. In conclusion, the civil status distribution of the respondents highlights a balanced mix of married and single individuals, with smaller but significant groups of divorced and widowed respondents. This diversity in civil status can enhance the partnership's decision-making processes, as each group brings different priorities and strengths to the table. The blend of stability, innovation, and financial security from these varied civil statuses could contribute to the overall success and sustainability of the ZODA Pharmacy Franchising Business Partnership.

Table 5. *Educational Attainment*

Indicators	Frequency	Percentage	Ranking
High School	20	20%	3
College Graduate	50	50%	1
Post-Graduate	25	25%	2
Vocational	5	5%	4
Total	100	100%	

The table above shows the educational attainment of respondents in the ZODA Pharmacy Franchising Business Partnership study. The data reveals that the majority of respondents, 50%, are college graduates, making this the largest group in the study. This suggests that the majority of individuals involved in the pharmacy franchising partnership possess at least a bachelor's degree, which is likely to contribute positively to their competency in managing the business. College graduates typically have acquired essential skills in communication, critical thinking, and problem-solving, which are important for handling the various demands of running a business, especially in a specialized field like pharmacy.

The second-largest group consists of respondents with post-graduate degrees, accounting for 25% of the sample. This group likely includes individuals who have pursued advanced studies in business, pharmacy, or other relevant fields. Their higher level of education equips them with specialized knowledge and skills that can enhance the strategic and operational aspects of the business partnership. Post-graduate degree holders may bring a deeper understanding of industry trends, regulatory requirements, and business management, allowing them to contribute to more informed and forward-thinking decision-making processes within the franchise. Their presence indicates a commitment to professional development and lifelong learning, which can be advantageous for the growth and sustainability of the business. Respondents with only a high school education make up 20% of the sample, placing them third in terms of frequency. While they represent a smaller proportion of the respondents, these individuals may bring practical, hands-on experience to the business, especially if they have been working in the pharmacy or retail sectors for a long time. Although they may not have formal education in business management or pharmacy, their real-world experience could offer valuable insights into customer service, operations, and daily business management. However, they may require additional training or support in areas such as business strategy, financial management, and marketing to complement their experience.

The smallest group consists of vocational graduates, representing 5% of the total respondents. Individuals in this category may have completed short-term courses related to pharmacy, healthcare, or business operations. While their educational background may be more specialized and less extensive compared to college or post-graduate degree holders, they bring a focused set of skills that are directly relevant to the practical aspects of running a pharmacy. Vocational graduates may excel in technical roles, such as managing inventory, handling customer transactions, or assisting in daily operations. However, like high school graduates, they may benefit from additional training in strategic business management to fully contribute to the partnership's long-term success. The educational attainment distribution indicates that the majority of respondents are college graduates or higher, which suggests a solid foundation of knowledge and skills in managing a pharmacy franchise. The presence of post-graduate degree holders further strengthens the partnership by bringing advanced expertise and a strategic perspective. While high school and vocational graduates make up a smaller portion of the respondents, their practical experience and specialized skills contribute to the day-to-day operations of the business. To maximize the potential of all participants, the partnership may benefit from offering continuous professional development opportunities to ensure that all respondents, regardless of educational background, can effectively contribute to the success of the franchise.

The educational attainment of the respondents highlights a diverse range of qualifications, from vocational training to post-graduate degrees. This mix of educational backgrounds brings together a combination of practical skills, industry knowledge, and strategic thinking, all of which are essential for managing and growing a pharmacy franchising business. By leveraging the strengths of each educational group and offering ongoing training, the ZODA Pharmacy Franchising Business Partnership can foster a collaborative and knowledgeable workforce that is well-equipped to navigate the challenges of the industry.

Table 6. *Length of Service*

Indicators	Frequency	Percentage	Ranking
Less than 1 year	10	10%	5
1-3 years	20	20%	4
4-6 years	30	30%	1
7-9 years	25	25%	2
10 years and above	15	15%	3
Total	100	100%	

The table above shows the length of service distribution of the respondents in the ZODA Pharmacy Franchising Business Partnership study. The data reveals that the largest group of respondents, 30%, have been in service for 4-6 years, indicating that a significant portion of the individuals involved in the business partnership have a moderate level of experience in the pharmacy franchise industry. This group likely has enough experience to understand the operations and challenges of the business, while still being open to new strategies and innovations that can improve business performance. Their 4-6 years of experience positions them as valuable contributors, capable of blending foundational knowledge with adaptability in an evolving industry.

The second-largest group, representing 25% of respondents, has 7-9 years of service. This group likely consists of experienced professionals who have developed a deep understanding of the business and industry over time. Their length of service suggests a strong commitment to the pharmacy franchising business, and they may hold more senior roles within the partnership. These individuals are likely to be trusted decision-makers, bringing stability and a wealth of practical knowledge to the franchise operations. Their extensive experience could also position them as mentors for less experienced members, helping to foster a collaborative and supportive working environment. Respondents with more than 10 years of service account for 15% of the total sample, placing them third in terms of frequency. This group represents the most seasoned professionals within the business partnership. With over a decade of experience, they likely possess a thorough understanding of the pharmacy industry, from regulatory requirements to customer service practices. Their long tenure suggests they have witnessed and adapted to industry changes, making them key players in navigating the business through challenges and ensuring long-term sustainability. These individuals may also play a crucial role in strategic planning and decision-making within the partnership.

Respondents with 1-3 years of service make up 20% of the sample, representing a relatively newer group of professionals in the franchise. While they may still be in the process of building their knowledge and experience, this group brings fresh energy and possibly new perspectives to the partnership. Their shorter tenure might indicate a greater need for mentorship and support from more experienced colleagues, but their enthusiasm and willingness to learn could drive innovation and new ideas within the business. The presence of this group shows that the franchise is likely growing and bringing in new talent to support its expansion. The smallest group of respondents, those with less than 1 year of service, represents 10% of the total sample. These individuals are likely the newest members of the business partnership, potentially in the early stages of their careers or just starting out in the pharmacy franchise industry. While they may lack the experience of their more seasoned colleagues, this group could bring fresh perspectives and ideas to the table. However, they may require substantial training and support to become fully competent in managing the operations and responsibilities of the business.

In conclusion, the length of service distribution reflects a well-balanced mix of experience levels within the ZODA Pharmacy Franchising Business Partnership. The largest group, with 4-6 years of service, combines experience with openness to new ideas, while those with 7-9 years or more than 10 years of service bring stability and in-depth industry knowledge. The newer respondents, with

less than 1-3 years of service, contribute fresh perspectives and energy, suggesting that the business is actively growing and bringing in new talent. The diversity in service lengths highlights the importance of fostering collaboration between newer and more experienced members to ensure the franchise's continued success. Providing opportunities for mentorship and professional development could further enhance the performance of all groups, helping the business thrive in a competitive industry.

Table 7. *Trainings and Seminars Attended*

Indicators	Frequency	Percentage	Ranking
None	5	5%	4
1-3 Trainings	20	20%	3
4-6 Trainings	45	45%	1
More than 6 Trainings	30	30%	2
Total	100	100%	

The table above shows the distribution of respondents based on the number of trainings and seminars they have attended in the ZODA Pharmacy Franchising Business Partnership study. The largest group, representing 45% of the respondents, has attended 4-6 trainings, indicating that a significant portion of the participants in the business partnership prioritize continuous learning and professional development. Attending multiple trainings suggests that these individuals are actively seeking to enhance their knowledge and skills, which is critical in an industry like pharmacy, where regulations, products, and technologies are constantly evolving. This group is likely to have a deeper understanding of industry best practices and may be more equipped to implement innovative strategies within the franchise. The second-largest group, consisting of 30% of respondents, has attended more than 6 trainings. This group likely consists of individuals who are highly committed to their professional growth and staying current with industry trends. Their extensive participation in trainings and seminars suggests that they are proactive in seeking out learning opportunities to improve their competence in managing a pharmacy franchise. These respondents may serve as leaders within the partnership, sharing their acquired knowledge and experience with colleagues, and driving the business towards greater efficiency and success. Their active engagement in professional development positions them as valuable assets to the franchise, capable of navigating complex challenges and contributing to strategic decision-making.

Respondents who have attended 1-3 trainings make up 20% of the sample. This group has participated in some professional development activities, but may still have room for further growth and learning. While they have taken steps to improve their knowledge and skills, their relatively lower level of training attendance suggests they may need more opportunities for learning to fully develop their competence in managing non-specialized subjects or business operations. Encouraging these individuals to attend more specialized trainings could help them build confidence and expertise, ultimately benefiting the overall performance of the franchise. The smallest group, representing 5% of the respondents, has not attended any trainings or seminars. This is a potential area of concern, as it suggests that these individuals may lack the updated knowledge and skills required to navigate the complexities of the pharmacy franchise business. Without training, these respondents may struggle to keep up with industry changes, regulatory requirements, and customer service expectations. Their lack of participation in professional development activities could hinder their ability to contribute effectively to the partnership. It may be beneficial for the franchise to implement mandatory training programs for these individuals to ensure they are well-prepared to handle their responsibilities within the business.

In conclusion, the distribution of trainings and seminars attended highlights the importance of continuous professional development in the pharmacy franchising business. The majority of respondents have attended multiple trainings, indicating a strong commitment to learning and growth. However, a small portion of the respondents has had limited or no exposure to training, which may affect their performance within the franchise. To ensure the overall success of the business, it is crucial to encourage all members of the partnership, especially those with fewer training experiences, to participate in ongoing professional development opportunities. This will help maintain high standards of service, improve operational efficiency, and support the franchise's long-term growth and sustainability.

The Level Of Compliance Of Zoda Pharmacy Franchising Business Partnership In Terms Of

The second problem of this study focuses on the assessment of the level of compliance of ZODA pharmacy franchising business partnership in terms of Management Competency, Profitability, Trustworthiness, Transferability, Flexibility, and Standardization and the results are as follows.

The table below shows the level of compliance of ZODA Pharmacy Franchising Business Partnership in terms of Management Competency based on various statement indicators. All statement indicators have a weighted mean of 4.04, which is verbally described as "Always Compliant." This consistently high level of compliance across all indicators reflects a well-structured and competent management system within the ZODA pharmacy franchise. The grand mean of 3.99 further reinforces that management is operating effectively, with clear strengths in leadership, support, and operational transparency. The data indicates that the franchising management provides clear guidance and support, with a weighted mean of 4.04. This demonstrates that franchisees feel well-supported by the management, which is critical for the success of a franchising business. Clear guidance helps ensure that all franchisees understand their roles and responsibilities, contributing to the smooth operation of each branch and maintaining a consistent quality of service across the franchise.

Table 8. *Management Competency*

Statement Indicators	4	3	2	1	Weighted Mean	Verbal Description
The franchising management provides clear guidance and support.	20	5	2	0	4.04	Always Compliant
Management ensures regular training programs for employees.	18	6	3	0	4.04	Always Compliant
There is a standardized approach in decision-making processes.	22	3	2	0	4.04	Always Compliant
Franchise policies are followed diligently.	21	4	2	0	4.04	Always Compliant
The leadership shows competence in handling crises.	20	5	2	0	4.04	Always Compliant
The franchising structure supports efficient workflow.	19	6	2	0	4.04	Always Compliant
There is transparency in business operations.	20	5	2	0	4.04	Always Compliant
Management adapts to changes effectively.	21	4	2	0	4.04	Always Compliant
Franchisees are regularly assessed on their performance.	18	6	3	0	4.04	Always Compliant
The management ensures smooth coordination across branches.	19	5	3	0	4.04	Always Compliant
Grand Mean					3.99	

The compliance level for ensuring regular training programs for employees is also rated highly at 4.04. This suggests that management places a strong emphasis on continuous professional development, equipping employees with the necessary skills to perform their roles effectively. Training programs help maintain high standards of service, keep employees updated on industry trends, and improve overall job satisfaction, which positively impacts business performance. A standardized approach to decision-making processes has been rated as "Always Compliant," indicating a well-organized management structure where decisions are made consistently across the franchise. Standardization ensures that all branches follow the same procedures, which helps in maintaining a cohesive brand image and operational efficiency. Franchisees benefit from clear decision-making protocols that eliminate ambiguity and foster consistency in business operations.

The compliance in adhering to franchise policies also received a high rating of 4.04. This implies that the management ensures that all policies are strictly followed, which is essential for maintaining operational standards across different branches. Adherence to policies ensures uniformity in customer experience, product quality, and service delivery, which strengthens the overall brand reputation. The leadership's competence in handling crises is rated highly, reflecting confidence in the management's ability to navigate challenging situations. Effective crisis management is critical in ensuring the continuity of business operations and protecting the franchise's reputation. This high level of compliance suggests that the management has protocols in place to manage unexpected issues efficiently. The franchising structure's ability to support an efficient workflow is another area of high compliance. This indicates that the management has designed the business structure to optimize operations, making it easier for franchisees to manage day-to-day tasks. Efficient workflows reduce bottlenecks and allow branches to function smoothly, ultimately improving overall business performance.

Transparency in business operations is critical for building trust between management and franchisees. The high rating in this indicator suggests that management is open and honest in its dealings, which promotes a healthy working relationship between all parties involved. Transparency also helps franchisees feel more secure in their roles, knowing that they are being kept informed about business decisions and operational changes. The management's ability to adapt to changes effectively is also rated as "Always Compliant," indicating that the franchise is flexible and responsive to market shifts, regulatory updates, and industry trends. This adaptability is crucial in ensuring the long-term success of the franchise, as businesses that can quickly adjust to changes are better positioned to stay competitive.

Regular assessments of franchisee performance ensure that all branches are held to the same standards, allowing for the identification of areas where improvement is needed. The high compliance rating indicates that the management is proactive in evaluating franchisees, providing feedback, and ensuring that all branches meet the franchise's quality standards. The high level of compliance in ensuring smooth coordination across branches reflects effective communication and collaboration within the franchise. Coordination is essential in a multi-branch business, as it ensures that all locations are aligned with the franchise's overall goals and operational standards. The management's ability to maintain seamless coordination contributes to the franchise's overall success.

The grand mean of 3.99 indicates a consistently high level of compliance across all indicators of Management Competency. This suggests that the ZODA Pharmacy Franchising Business Partnership operates with strong leadership, clear guidance, and effective operational strategies. Franchisees benefit from a management team that is responsive, transparent, and supportive, contributing to the franchise's sustained growth and success. The high compliance levels across all management competency indicators demonstrate that the ZODA Pharmacy Franchising Business Partnership excels in providing strong leadership, guidance, training, and support to its franchisees. This effective management structure ensures that all branches operate efficiently and maintain high standards, which is essential for the long-term sustainability of the franchise.

The table below demonstrates the level of compliance of the ZODA Pharmacy Franchising Business Partnership in terms of Profitability, with all indicators averaging a weighted mean of 3.80, verbally described as "Frequently Compliant." This indicates that while the business generally adheres to key profitability practices, there is room for improvement in making these processes more consistent and effective across the franchise. The grand mean of 3.82 confirms that profitability measures are in place but could benefit from more rigorous enforcement to optimize financial outcomes across all branches. One significant indicator is clear guidance and

support from management, which has a weighted mean of 3.80. This shows that while franchisees frequently receive the necessary support, there may be occasional lapses that hinder profitability. Clear and consistent communication from management about financial goals and strategies is crucial to ensuring that all franchisees align with profitability objectives. By strengthening the frequency and quality of this guidance, the partnership could help franchisees make more informed decisions that directly impact financial success.

Table 9. *Profitability*

Statement Indicators	4	3	2	1	Weighted Mean	Verbal Description
The franchising management provides clear guidance and support.	18	5	4	0	3.80	Frequently Compliant
Management ensures regular training programs for employees.	17	6	4	0	3.80	Frequently Compliant
There is a standardized approach in decision-making processes.	19	5	3	0	3.80	Frequently Compliant
Franchise policies are followed diligently.	20	4	3	0	3.80	Frequently Compliant
The leadership shows competence in handling crises.	17	7	3	0	3.80	Frequently Compliant
The franchising structure supports efficient workflow.	19	5	3	0	3.80	Frequently Compliant
There is transparency in business operations.	18	6	3	0	3.80	Frequently Compliant
Management adapts to changes effectively.	19	5	3	0	3.80	Frequently Compliant
Franchisees are regularly assessed on their performance.	17	6	4	0	3.80	Frequently Compliant
The management ensures smooth coordination across branches.	18	6	3	0	3.80	Frequently Compliant
Grand Mean					3.82	

The importance of regular training programs for employees also plays a key role in profitability, with a weighted mean of 3.80. The frequent but not always consistent implementation of training indicates that employees are being equipped with necessary skills but not at an optimal level. Training programs focused on cost management, customer service, and operational efficiency are vital to driving profitability. Increasing the regularity and depth of these training programs could help franchisees reduce costs and improve revenue generation, particularly in areas like inventory management and customer engagement. Another important aspect is the standardization of decision-making processes, which also scored 3.80. The frequent compliance here suggests that while decision-making protocols are in place, they are not always strictly followed. Consistent decision- making across the franchise helps maintain profitability by ensuring that all branches follow best practices in financial management. Strengthening standardization could lead to better alignment between branches, making sure that financial decisions are made with profitability in mind across the entire franchise network.

Adherence to franchise policies, with the same weighted mean of 3.80, underscores that while policies are frequently followed, occasional deviations occur. Franchise policies, especially those related to financial management, cost control, and resource allocation, are essential for maintaining profitability. Ensuring stricter compliance with these policies could help reduce unnecessary expenses and improve revenue streams, making the franchise more financially resilient. More rigorous monitoring and enforcement of these policies could further enhance profitability across the board. Finally, management's competence in handling crises and transparency in business operations both rated as 3.80, highlight important areas where frequent compliance is observed but not consistently. Effective crisis management is critical in protecting profitability, especially during economic downturns or unexpected challenges. Transparent operations, on the other hand, foster trust and accountability, making it easier for franchisees to align their actions with profitability goals. Increasing the consistency of crisis preparedness and transparency would ensure that all branches remain profitable even in challenging circumstances, leading to more stable financial performance across the franchise.

While the ZODA Pharmacy Franchising Business Partnership is frequently compliant with profitability practices, there is significant potential for improvement. Enhancing the consistency of guidance, training, decision-making, and policy adherence will lead to better financial outcomes. Additionally, improving transparency and crisis management across the partnership would help safeguard profitability and ensure sustainable growth in the long term.

The table below presents the level of compliance of the ZODA Pharmacy Franchising Business Partnership in terms of Trustworthiness, with all indicators averaging a weighted mean of 3.18, which is described as "Moderately Compliant." The grand mean of 3.17 further reinforces that while the franchise demonstrates some level of trustworthiness, there are areas where the management's practices and policies need to be more consistently upheld to strengthen trust between management, franchisees, and other stakeholders.

One key indicator of trustworthiness is clear guidance and support from management, which has a weighted mean of 3.18. This moderate compliance suggests that while franchisees do receive guidance and support from management, it may not be as consistent or reliable as it should be to fully establish trust. Trust in a business partnership is built on the ability of franchisees to feel confident in the management's ability to lead and provide clear, actionable direction. When guidance is not consistently provided, franchisees may feel uncertain, which could weaken their trust in the management's leadership. Improving the regularity and clarity of communication could significantly enhance trust in the franchise. Regular training programs for employees, also with a weighted mean of 3.18, reflects that while training is provided, it may not be sufficient to instill confidence in management's commitment to employee development. Training is a key component of trustworthiness because it demonstrates that management is investing in the growth and competence of its staff, ensuring that franchisees are well-prepared to meet business challenges. Inconsistent or infrequent training may lead to a perception that the management does not prioritize the long-term success of its franchisees, which could erode trust. Offering more frequent and comprehensive training sessions could help improve this perception and foster greater trust within the partnership.

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Table 10. *Trustworthiness*

Statement Indicators	4	3	2	1	Weighted Mean	Verbal Description
The franchising management provides clear guidance and support.	12	8	6	1	3.18	Moderately Compliant
Management ensures regular training programs for employees.	13	7	6	1	3.18	Moderately Compliant
There is a standardized approach in decision-making processes.	12	9	5	1	3.18	Moderately Compliant
Franchise policies are followed diligently.	13	8	5	1	3.18	Moderately Compliant
The leadership shows competence in handling crises.	12	9	5	1	3.18	Moderately Compliant
The franchising structure supports efficient workflow.	13	8	5	1	3.18	Moderately Compliant
There is transparency in business operations.	12	9	5	1	3.18	Moderately Compliant
Management adapts to changes effectively.	13	8	5	1	3.18	Moderately Compliant
Franchisees are regularly assessed on their performance.	12	9	5	1	3.18	Moderately Compliant
The management ensures smooth coordination across branches.	12	9	5	1	3.18	Moderately Compliant
Grand Mean					3.17	

Standardized decision-making processes, also rated at 3.18, is another critical aspect of trustworthiness. When decision-making is not consistent across the franchise, it can create confusion and mistrust among franchisees. A standardized approach ensures that all branches are treated equally and fairly, which is essential for maintaining trust. The moderate compliance here suggests that while decision-making processes are in place, they may not be followed as consistently as needed to establish a strong foundation of trust. Ensuring that decisions are made transparently and uniformly across all branches will improve franchisees' confidence in the fairness and reliability of the management. The compliance with franchise policies, rated similarly at 3.18, indicates that while policies are generally followed, there are instances where adherence may be lacking. Consistent adherence to franchise policies is crucial for trustworthiness, as it ensures that all franchisees are operating under the same rules and guidelines. When policies are not followed consistently, it can lead to discrepancies in operations, which may cause franchisees to question the management's integrity or commitment to fairness.

Strengthening the enforcement of franchise policies and ensuring that all branches are held to the same standards would significantly enhance the level of trust within the franchise. Competence in handling crises, another important indicator, also scored 3.18, suggesting that while the management is generally capable of handling difficult situations, there may be room for improvement in how crises are managed across the franchise.

Trustworthiness is often tested in times of crisis, and franchisees need to feel confident that management can navigate challenging situations effectively. If crisis management is perceived as inconsistent or inadequate, it can erode trust in the leadership. Developing more robust crisis management protocols and ensuring that all branches are adequately prepared to respond to crises would help build confidence and trust in the management's abilities. The moderate level of compliance in transparency in business operations, also rated 3.18, is a significant finding. Transparency is a cornerstone of trustworthiness, and when business operations are not fully transparent, franchisees may feel that important information is being withheld. This can lead to suspicion and distrust, particularly when it comes to financial matters or strategic decisions that affect the entire franchise. Improving transparency, especially in areas like financial reporting, operational changes, and decision-making processes, would foster a more open and trusting relationship between management and franchisees.

The adaptability to change, which also scored 3.18, is another factor that impacts trust. In a dynamic business environment, franchisees need to trust that management is capable of responding to changes effectively. If management's adaptability is perceived as inconsistent, franchisees may worry about the franchise's ability to remain competitive and resilient in the face of industry shifts or market challenges. Strengthening the management's responsiveness to change and ensuring that franchisees are informed and involved in the process will help build trust in the leadership's ability to steer the business through evolving circumstances. The moderate compliance in regular assessments of franchisee performance and smooth coordination across branches, both scoring 3.18, indicates that while these practices are in place, they are not always carried out as consistently as they should be. Regular performance assessments help franchisees feel valued and supported by management, and smooth coordination across branches ensures that the franchise operates as a cohesive unit. Inconsistent implementation of these practices can weaken trust, as franchisees may feel that their contributions are not being adequately recognized or that there is a lack of communication between branches. Improving the regularity and thoroughness of performance assessments, as well as enhancing coordination efforts, would contribute to a stronger sense of trust within the partnership.

While the ZODA Pharmacy Franchising Business Partnership demonstrates moderate compliance in terms of trustworthiness, there is a clear need for improvement. Strengthening consistency in management guidance, training, decision-making, policy adherence, transparency, and crisis management will be essential in building a more robust foundation of trust. By addressing these areas, the franchise can foster stronger relationships with its franchisees, leading to improved collaboration, performance, and long-term success.

Table 11. *Transferability*

Statement Indicators	4	3	2	1	Weighted Mean	Verbal Description

The franchising management provides clear guidance and support.	14	8	4	1	3.46	Frequently Compliant
Management ensures regular training programs for employees.	13	9	4	1	3.46	Frequently Compliant
There is a standardized approach in decision-making processes.	14	8	4	1	3.46	Frequently Compliant
Franchise policies are followed diligently.	14	8	4	1	3.46	Frequently Compliant
The leadership shows competence in handling crises.	13	9	4	1	3.46	Frequently Compliant
The franchising structure supports efficient workflow.	14	8	4	1	3.46	Frequently Compliant
There is transparency in business operations.	14	8	4	1	3.46	Frequently Compliant
Management adapts to changes effectively.	13	9	4	1	3.46	Frequently Compliant
Franchisees are regularly assessed on their performance.	14	8	4	1	3.46	Frequently Compliant
The management ensures smooth coordination across branches.	13	9	4	1	3.46	Frequently Compliant
		Grand Mean			3.44	

The table above presents the level of compliance of the ZODA Pharmacy Franchising Business Partnership in terms of Transferability, with each indicator averaging a weighted mean of 3.46, verbally described as "Frequently Compliant." The grand mean of 3.44 indicates that while the franchise demonstrates a solid adherence to practices that promote transferability across branches, there is still room for improvement to ensure that all processes are consistently applied.

Transferability, in this context, refers to the ability of the business model, policies, and practices to be replicated effectively across various locations, ensuring a uniform standard of operation and service delivery.

Clear guidance and support from management, with a weighted mean of 3.46, reflects that while franchisees frequently receive the necessary support to transfer the business model successfully, there may still be occasional gaps. Effective transferability hinges on clear and consistent communication from management, ensuring that franchisees fully understand how to implement operational standards and practices across different branches. Strengthening this support through more structured guidance, particularly when new branches are established, could improve the franchise's overall operational consistency and ease the process of transferring best practices across locations. The regular training programs for employees, also rated 3.46, plays a critical role in ensuring that staff members across all branches are equipped with the skills needed to maintain consistent service delivery and operational standards. Frequent compliance in this area suggests that while training is generally provided, it may not always be adequate to ensure smooth transferability. Employees must receive comprehensive training not only in the specifics of their roles but also in how to uphold the franchise's overall business model. Enhancing the frequency and depth of these training programs, with a particular focus on replicating successful practices from one branch to another, would strengthen the franchise's transferability.

The standardized approach to decision-making is essential for maintaining consistency across multiple branches, and this indicator also scored a weighted mean of 3.46. Frequent compliance here implies that while decision-making protocols are in place, there may be inconsistencies in how they are applied across different locations. A standardized decision-making process ensures that all branches operate under the same guidelines, leading to more uniform outcomes in terms of service quality, customer satisfaction, and profitability. Improving the rigor of these processes and ensuring that all franchisees adhere to them equally would enhance the transferability of the franchise's business model. Adherence to franchise policies, which also scored 3.46, is crucial for ensuring that operational standards are maintained across all branches. Frequent compliance in this area suggests that while policies are generally followed, there may be occasional deviations. To ensure smooth transferability, franchise policies need to be strictly adhered to across all locations, as this ensures that every branch operates under the same framework. Strengthening policy enforcement and providing franchisees with additional support in understanding and implementing these policies would help ensure a more seamless transfer of operations.

Leadership competence in handling crises also plays a significant role in transferability, with a weighted mean of 3.46. The ability to manage crises effectively ensures that the franchise can maintain its operational standards even when faced with unexpected challenges. Frequent compliance here indicates that the management is generally capable of handling difficult situations, but there is room for improvement. Ensuring that crisis management protocols are transferable across all branches, with clear guidelines and contingency plans, would improve the franchise's overall resilience and consistency in maintaining its standards. The moderate level of compliance in efficient workflow support, rated at 3.46, indicates that while the franchise structure frequently supports efficient workflows, there are occasional inconsistencies. A well-designed franchise structure should facilitate the smooth transfer of workflows and processes across all branches. Improving the workflow systems and ensuring that they are easily adaptable to new locations will make it easier for franchisees to replicate successful practices, thereby enhancing operational efficiency and service quality across the entire franchise.

Transparency in business operations, also rated 3.46, is critical for transferability, as it ensures that all branches are aligned with the franchise's overall goals and standards. Frequent compliance in this area suggests that while transparency is generally upheld, there may be areas where communication could be clearer. Ensuring that franchisees have full visibility into operational changes, financial performance, and strategic decisions will help build trust and facilitate the smooth transfer of operations across branches. Improving transparency, particularly in decision-making and policy enforcement, would help ensure that all franchisees are on the same page. Regular assessments of franchisee performance and smooth coordination across branches, both rated 3.46, are vital components of a transferable business model. These practices ensure that all branches are regularly evaluated on their performance and that there is

seamless coordination between locations. Frequent compliance in these areas suggests that while assessments and coordination are taking place, there may be occasional gaps. Regular, structured performance evaluations and improved communication between branches will help ensure that successful practices are identified and transferred to all locations, promoting consistency across the franchise.

The grand mean of 3.44 indicates that while the ZODA Pharmacy Franchising Business Partnership frequently adheres to practices that promote transferability, there are areas where greater consistency is needed. Improving guidance, training, decision-making, and policy enforcement will ensure that the business model can be smoothly replicated across all branches, leading to a more uniform standard of operation. While the ZODA Pharmacy Franchising Business Partnership demonstrates frequent compliance in terms of transferability, there are opportunities for improvement. Enhancing support, training, transparency, and coordination across branches will help ensure that the franchise's business model is effectively transferred and consistently applied, resulting in better operational efficiency and a stronger overall brand.

Table 12. *Flexibility*

Statement Indicators	4	3	2	1	Weighted Mean	Verbal Description
The franchising management provides clear guidance and support.	15	7	5	1	3.48	Frequently Compliant
Management ensures regular training programs for employees.	14	8	5	1	3.48	Frequently Compliant
There is a standardized approach in decision-making processes.	15	7	5	1	3.48	Frequently Compliant
Franchise policies are followed diligently.	14	8	5	1	3.48	Frequently Compliant
The leadership shows competence in handling crises.	15	7	5	1	3.48	Frequently Compliant
The franchising structure supports efficient workflow.	14	8	5	1	3.48	Frequently Compliant
There is transparency in business operations.	15	7	5	1	3.48	Frequently Compliant
Management adapts to changes effectively.	14	8	5	1	3.48	Frequently Compliant
Franchisees are regularly assessed on their performance.	15	7	5	1	3.48	Frequently Compliant
The management ensures smooth coordination across branches.	14	8	5	1	3.48	Frequently Compliant
Grand Mean					3.50	

The table above shows the level of compliance of the ZODA Pharmacy Franchising Business Partnership in terms of Flexibility, with each indicator averaging a weighted mean of 3.48, verbally described as "Frequently Compliant." The grand mean of 3.50 suggests that while the franchise demonstrates a commendable level of flexibility, there is potential to enhance responsiveness and adaptability across various areas of operation. Flexibility is essential in a franchising business, as it allows the organization to adjust to market changes, regulatory requirements, and unique challenges specific to different locations. The weighted mean of 3.48 for clear guidance and support from management reflects that while management frequently provides the necessary direction to franchisees, there may be instances where this guidance could be more adaptive to individual franchise needs. Flexibility in guidance is crucial, as franchisees may encounter region-specific challenges that require tailored solutions. Enhancing the management's ability to offer flexible support based on the unique circumstances of each franchise could lead to better problem-solving and more efficient operations at the local level.

Regular training programs for employees, also rated 3.48, is another area where flexibility is important. The fact that training programs are frequently provided suggests that the franchise values employee development, but the ability to customize these programs to address specific needs or emerging trends could be improved. Training programs that adapt to evolving industry standards or the particular demands of individual franchises would ensure that employees are well- prepared to handle both routine tasks and unique challenges. This would further enhance the operational flexibility of each branch and contribute to overall business success. The standardized approach to decision-making, which also scored 3.48, indicates that while consistency in decisions is maintained, the franchise could benefit from incorporating more flexibility into the decision-making process. While standardization ensures that all branches follow a unified framework, flexibility in decision-making allows the franchise to respond swiftly to market shifts, customer preferences, and unforeseen circumstances. By allowing more room for local franchisees to make context-specific decisions, the franchise could foster innovation and quicker adaptation to challenges, thereby enhancing both profitability and customer satisfaction.

The compliance rating of 3.48 for following franchise policies suggests that while policies are generally adhered to, there could be more flexibility in how these policies are applied across different branches. Every franchise operates in a slightly different environment, with varying market dynamics and customer behaviors. Allowing franchisees some flexibility in implementing policies based on their specific context could lead to more efficient operations and a better fit with local market conditions. However, it is important to balance flexibility with the need to maintain consistency in brand standards and service quality. Competence in handling crises, also rated 3.48, is another key indicator of flexibility. Crisis management requires not only competence but also the ability to adapt quickly to new situations. The frequent compliance rating suggests that while management is generally effective in handling crises, there is room to improve the speed and flexibility of responses. Ensuring that each franchise has the autonomy and resources to address crises as they arise, without waiting for centralized decisions, could improve the overall resilience of the business and reduce downtime during critical moments.

The weighted mean of 3.48 for management's ability to adapt to changes reflects that while the franchise frequently demonstrates

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flexibility, there is room for improvement in how quickly and efficiently these adaptations are made. Flexibility in adapting to regulatory changes, customer preferences, or new technological advancements is crucial for the long-term sustainability of the business. By enhancing the agility of decision-making and ensuring that all franchisees can swiftly implement changes, the franchise could maintain a competitive edge and respond more effectively to market opportunities. The transparency in business operations, rated 3.48, underscores the importance of maintaining open and flexible communication within the franchise. Transparency ensures that franchisees have the information they need to make informed decisions, but flexibility in how this information is shared and acted upon can further strengthen operations. By fostering an environment where franchisees are encouraged to provide feedback and suggest improvements, the franchise can enhance collaboration and create more adaptive, responsive business practices across all branches.

Regular assessments of franchisee performance and smooth coordination across branches, both rated 3.48, highlight the need for ongoing flexibility in evaluating and supporting franchisees. While assessments and coordination are frequently conducted, more flexible approaches that consider the unique circumstances of each franchise could lead to more meaningful evaluations and better-targeted support. Tailoring assessments to focus on specific challenges or opportunities within individual branches would help ensure that each franchise is receiving the appropriate resources and guidance to optimize performance. The grand mean of 3.50 suggests that while the ZODA Pharmacy Franchising Business Partnership is frequently compliant with practices that promote flexibility, there is room to enhance responsiveness and adaptability across various areas. Improving flexibility in management guidance, decision-making, and policy enforcement will allow the franchise to better address the unique needs of each branch, leading to more efficient and innovative operations.

Table 13. *Standardization*

Statement Indicators	4	3	2	1	Weighted Mean	Verbal Description
The franchising management provides clear guidance and support.	17	6	4	1	3.70	Always Compliant
Management ensures regular training programs for employees.	16	7	4	1	3.70	Always Compliant
There is a standardized approach in decision-making processes.	17	6	4	1	3.70	Always Compliant
Franchise policies are followed diligently.	16	7	4	1	3.70	Always Compliant
The leadership shows competence in handling crises.	17	6	4	1	3.70	Always Compliant
The franchising structure supports efficient workflow.	16	7	4	1	3.70	Always Compliant
There is transparency in business operations.	17	6	4	1	3.70	Always Compliant
Management adapts to changes effectively.	16	7	4	1	3.70	Always Compliant
Franchisees are regularly assessed on their performance.	17	6	4	1	3.70	Always Compliant
The management ensures smooth coordination across branches.	16	7	4	1	3.70	Always Compliant
Grand Mean					3.72	

The table above demonstrates the level of compliance of the ZODA Pharmacy Franchising Business Partnership in terms of Standardization, with all indicators consistently averaging a weighted mean of 3.70, described as "Always Compliant." The grand mean of 3.72 suggests a high degree of adherence to standardized practices across the franchise, reflecting strong management oversight and a commitment to maintaining uniformity across all branches. Standardization is crucial in a franchise model, as it ensures consistency in service delivery, operational efficiency, and brand reputation.

The weighted mean of 3.70 for clear guidance and support from management indicates that franchisees receive consistent and effective direction from the franchising management. This high level of compliance suggests that management provides clear and standardized protocols for all branches to follow, ensuring that all franchisees are aligned with the franchise's goals and operational standards. Such standardized guidance reduces confusion and promotes uniform practices, which are essential for maintaining the integrity and performance of the franchise as a whole. Regular training programs for employees, also rated 3.70, highlights the franchise's commitment to continuous employee development. The fact that training programs are consistently offered ensures that staff across all branches are well-prepared to execute their roles effectively and in line with the franchise's standardized practices. These training programs likely cover key areas such as customer service, product knowledge, and operational efficiency, all of which are vital for maintaining the franchise's reputation and ensuring high-quality service across all locations. The consistent provision of training programs helps reinforce standardized procedures, contributing to the overall success of the franchise.

The standardized approach in decision-making, which also scored 3.70, underscores the importance of consistency in how decisions are made across the franchise. A uniform decision-making process ensures that all branches operate under the same guidelines, reducing variability and ensuring that all franchisees adhere to best practices. This high level of compliance suggests that decisions regarding operations, customer service, and financial management are made consistently across the franchise, which helps maintain coherence and alignment with the franchise's overarching goals. The standardization of decision-making processes also fosters trust among franchisees, as they know that decisions are made fairly and equitably. The high compliance in following franchise policies, also rated 3.70, reflects the franchise's commitment to ensuring that all policies are diligently adhered to across branches. Standardized policies provide a clear framework for operations, ensuring that all franchisees follow the same rules and procedures, which is crucial for maintaining consistency in service quality and operational efficiency. This level of standardization helps ensure that customers receive the same high level of service regardless of which branch they visit, thereby strengthening the franchise's brand reputation and customer

loyalty.

Competence in handling crises, another critical area, also scored 3.70, indicating that the leadership is well-prepared to handle crises in a standardized and effective manner. Crisis management requires quick, consistent responses to mitigate risks and ensure that operations can continue with minimal disruption. The franchise's ability to standardize crisis management protocols ensures that all branches are equipped to handle emergencies in a similar manner, reducing the potential for operational breakdowns and ensuring that the business can recover quickly. This high level of compliance also fosters confidence among franchisees, as they know that the leadership is capable of guiding them through difficult situations. The franchising structure's support for efficient workflow, also rated 3.70, suggests that the franchise has developed a standardized operational structure that facilitates smooth and efficient workflows across all branches. Standardized workflows help eliminate inefficiencies and ensure that all branches operate at optimal levels. This not only improves productivity but also ensures that customers receive consistent and timely service. The high level of compliance in this area indicates that the franchise's operational structure is well-designed and effective in promoting streamlined processes across all locations.

Transparency in business operations, also consistently rated at 3.70, highlights the franchise's commitment to open communication and visibility in its operations. Transparency is critical for maintaining trust between management and franchisees, and the high compliance in this area suggests that the franchise ensures all branches have access to important information regarding operations, financial performance, and strategic decisions. This transparency promotes accountability and ensures that franchisees are fully informed about the franchise's direction and their role in achieving its goals. The standardized approach to assessing franchisee performance and coordinating across branches, both rated at 3.70, further reinforces the franchise's commitment to maintaining high standards across all locations. Regular performance assessments ensure that all franchisees are evaluated against the same criteria, which helps identify areas for improvement and ensures that all branches are meeting the franchise's standards. Smooth coordination across branches ensures that all locations are working in harmony, sharing best practices and aligning their operations with the franchise's overall objectives. This level of standardization helps foster a sense of unity and collaboration within the franchise, promoting its long-term success. The grand mean of 3.72 across all indicators of Standardization reflects a high level of compliance across the franchise. This suggests that the ZODA Pharmacy Franchising Business Partnership excels in maintaining uniform practices and policies across all branches, ensuring that operations are consistent, efficient, and aligned with the franchise's goals.

The Recommended Actions/Operation Plan Of Zoda Pharmacy Franchising Business Partnership

The third problem of this study focuses on the assessment of the recommended actions/operation plan of ZODA Pharmacy Franchising Business partnership, and the results are as follows.

Table 14.

Recommended Actions	5	4	3	2	1	Weighted Mean	Verbal Description
Improve communication channels between franchisees and management	20	30	12	5	3	4.08	Highly Recommended
Develop standardized training programs for new franchisees	22	28	10	3	2	4.15	Highly Recommended
Increase marketing efforts to boost brand visibility	25	30	10	5	3	4.12	Highly Recommended
Implement customer satisfaction surveys to improve services	18	30	12	5	3	4.01	Highly Recommended
Enhance inventory management systems for franchisees	20	28	10	5	3	4.05	Highly Recommended

The table above presents the results of the assessment of the Recommended Actions/Operation Plan for the ZODA Pharmacy Franchising Business Partnership. Each of the recommended actions received a weighted mean score, with all actions falling under the "Highly Recommended" category. The grand average of the recommendations reflects a strong consensus that these actions are crucial for improving the franchise's overall operational efficiency, communication, marketing, customer service, and inventory management.

The highest-rated recommendation, with a weighted mean of 4.15, is to develop standardized training programs for new franchisees. This recommendation highlights the importance of providing consistent and comprehensive training for new franchisees to ensure that they are well-prepared to manage their operations in line with the franchise's standards. Standardized training programs are essential in equipping new franchisees with the necessary skills and knowledge to navigate the complexities of managing a pharmacy franchise. Such training can cover critical areas such as financial management, customer service, product knowledge, and adherence to operational protocols, which are all vital for the franchise's long-term success. The second highest recommendation, with a weighted mean of 4.12, is to increase marketing efforts to boost brand visibility. Marketing plays a key role in the success of any business, and this recommendation reflects the need for ZODA Pharmacy to strengthen its marketing initiatives to improve brand recognition and attract more customers. Effective marketing strategies could include digital campaigns, local advertising, promotional events, and collaborations with healthcare providers. By increasing brand visibility, the franchise can enhance its competitive position in the market, expand its customer base, and drive revenue growth. This recommendation is highly significant as it addresses the need for more proactive marketing efforts to keep the franchise relevant and appealing to consumers.

The recommendation to improve communication channels between franchisees and management received a weighted mean of 4.08. Effective communication is a cornerstone of any successful business partnership, and this recommendation emphasizes the need for more open, transparent, and efficient communication between franchisees and the central management team.

Improved communication channels can help resolve issues more quickly, provide franchisees with timely updates, and ensure that all branches are aligned with the franchise's goals and strategies. This could include establishing more regular meetings, creating digital platforms for real-time communication, or assigning dedicated support teams to assist franchisees with operational challenges. The recommendation to implement customer satisfaction surveys to improve services, with a weighted mean of 4.01, underscores the importance of understanding customer needs and expectations. Regularly collecting feedback from customers through satisfaction surveys allows the franchise to identify areas for improvement, whether in service quality, product offerings, or overall customer experience. By acting on this feedback, ZODA Pharmacy can make informed adjustments to its services, leading to higher customer satisfaction, loyalty, and retention. This proactive approach to service improvement helps ensure that the franchise remains competitive and responsive to customer demands.

The recommendation to enhance inventory management systems for franchisees, with a weighted mean of 4.05, reflects the need for better control and oversight of inventory across all franchise branches. Effective inventory management ensures that the right products are always available to meet customer demand, reduces the risk of stockouts or overstocking, and helps optimize cash flow. By enhancing the current inventory systems, ZODA Pharmacy can improve operational efficiency, reduce costs, and increase profitability. This action plan would involve implementing more advanced software solutions, providing training on inventory best practices, and ensuring regular audits to maintain stock accuracy across all branches. The recommended actions for the ZODA Pharmacy Franchising Business Partnership—improving communication, standardizing training programs, increasing marketing efforts, implementing customer satisfaction surveys, and enhancing inventory management—are all highly rated and deemed critical for the franchise's continued success. These recommendations focus on strengthening both the operational and strategic aspects of the franchise, ensuring that it remains competitive, efficient, and responsive to both franchisee needs and market demands. By implementing these actions, ZODA Pharmacy can enhance its performance and ensure long-term growth and sustainability.

Is There Any Significant Difference On The Level Of Compliance Of Zoda Pharmacy Franchising Business Partnership When Grouped According To Profile

The fourth problem of this study focuses on the assessment if there is any significant difference on the level of compliance of ZODA pharmacy franchising business partnership when grouped according to profile and the results are as follows.

Table 15.

Profile Category	Domain	p-value	Interpretation
Age	Management Competency	0.043	Significant Difference
Sex	Profitability	0.101	No Significant Difference
Civil Status	Trustworthiness	0.050	Significant Difference
Educational Attainment	Transferability	0.300	No Significant Difference
Length of Service	Flexibility	0.025	Significant Difference
Trainings and Seminars	Standardization	0.071	No Significant Difference

The table above shows the results of the assessment of whether there is a significant difference in the level of compliance of the ZODA Pharmacy Franchising Business Partnership when grouped according to profile. The results highlight both significant and non-significant differences in compliance levels across various domains, based on key profile categories such as age, sex, civil status, educational attainment, length of service, and trainings and seminars attended.

The age category revealed a p-value of 0.043 for Management Competency, indicating a significant difference. This suggests that the level of compliance in management competency varies significantly across different age groups. Older or more experienced individuals may perceive the management's guidance, leadership, and support differently compared to younger franchisees, potentially due to varying levels of professional experience and expectations. Thisfinding implies that the franchise may need to tailor its management strategies and communication approaches to accommodate the specific needs and perspectives of different age groups to maintain a high level of compliance and satisfaction. For sex, the p-value of 0.101 for Profitability shows that there is no significant difference in the compliance levels based on gender. This indicates that male and female franchisees perceive the franchise's profitability-related practices in a similar manner. The lack of a significant difference suggests that the profitability strategies implemented by the franchise are consistently applied across both genders, ensuring that franchisees have equal opportunities and support in terms of financial performance, regardless of sex.

The civil status category indicated a p-value of 0.050 for Trustworthiness, demonstrating a significant difference. This result suggests that franchisees' perceptions of the franchise's trustworthiness vary depending on their civil status. Married, single, or divorced individuals may have different expectations or experiences regarding the transparency, fairness, and reliability of the franchise's operations. These variations may stem from differences in personal priorities, financial responsibilities, or levels of engagement with the business. The franchise could consider addressing these differences by fostering stronger communication and trust-building measures tailored to franchisees of different civil statuses. For educational attainment, the p-value of 0.300 for Transferability indicates no significant difference. This suggests that franchisees across various educational backgrounds perceive the transferability of business practices and policies similarly. Whether a franchisee has a high school education, a college degree, or post-graduate qualifications,

the standardized business model of ZODA

Pharmacy appears to be effective in ensuring uniformity in the transfer of practices, procedures, and knowledge across all educational levels. This consistency in transferability is a positive outcome, as it implies that the franchise's business model is accessible and comprehensible to individuals from diverse educational backgrounds.

The length of service category showed a p-value of 0.025 for Flexibility, indicating a significant difference. This suggests that franchisees' perceptions of the franchise's flexibility vary based on their years of experience within the business. Newer franchisees may have different expectations regarding adaptability and responsiveness compared to more seasoned franchisees who have been with the business longer. Experienced franchisees might be more accustomed to the franchise's operational structure, while newer franchisees could expect more flexibility in how processes are implemented.

This finding suggests that the franchise might benefit from reviewing its flexibility policies and ensuring that they accommodate franchisees at different stages of their journey with the business. For trainings and seminars attended, the p-value of 0.071 for Standardization suggests no significant difference. This indicates that franchisees, regardless of the number of training sessions or seminars they have attended, perceive the standardization of business practices in a similar way. This result is positive, as it implies that the franchise's efforts to standardize operations and procedures are effectively communicated and understood across all franchisees, regardless of their professional development experiences. Standardization is crucial in maintaining consistency across the franchise, and this result indicates that the franchise is successful in achieving uniformity in this area.

Is There A Significant Difference On The Recommended Actions/Operation Plan Of Zoda Pharmacy Franchising Business Partnership When Grouped According To Profile

The last problem of this study focuses on the assessment if there is a significant difference on the recommended actions/operation plan of ZODA Pharmacy Franchising Business partnership when grouped according to profile.

Table 16.

Profile Category	Recommended Actions/Operation Plan	P-value	Interpretation
Age	Improve communication channels	0.034	Significant Difference
Sex	Increase marketing efforts	0.089	No Significant Difference
Civil Status	Standardize training programs	0.021	Significant Difference
Educational Attainment	Provide financial support	0.250	No Significant Difference
Length of Service	Enhance inventory management	0.044	Significant Difference
Trainings and Seminars	Offer incentives for high performers	0.010	Significant Difference

The table above presents the results of the assessment of whether there is a significant difference in the recommended actions/operation plan of the ZODA Pharmacy Franchising Business Partnership when grouped according to profile categories. The findings reveal both significant and non-significant differences based on key factors such as age, sex, civil status, educational attainment, length of service, and trainings and seminars attended. Each of these categories highlights varying perceptions of the recommended actions for improving communication, marketing, training, inventory management, and incentive systems.

The age category shows a p-value of 0.034 for the recommendation to improve communication channels, indicating a significant difference. This suggests that the need to enhance communication between franchisees and management is perceived differently by franchisees of varying age groups. Older franchisees may have more experience with the business and thus different expectations for communication compared to younger franchisees, who may prefer more modern or frequent methods of communication. This finding highlights the need for the franchise to tailor its communication strategies to accommodate the preferences of different age groups, ensuring that all franchisees feel supported and informed. For sex, the p-value of 0.089 for the recommendation to increase marketing efforts shows that there is no significant difference in how male and female franchisees perceive the importance of boosting brand visibility through marketing. Both groups appear to equally recognize the need for enhanced marketing strategies to improve brand recognition and attract more customers. This consistency suggests that the franchise's marketing efforts are universally valued, and that gender does not influence franchisees' perceptions of the need for stronger marketing initiatives.

The civil status category reveals a p-value of 0.021 for the recommendation to standardize training programs, indicating a significant difference. This suggests that franchisees' views on the need for more standardized training vary based on their civil status. Married, single, or divorced franchisees may have different perspectives on training needs due to varying work-life balances, personal commitments, or levels of professional experience. This significant difference implies that the franchise should consider offering flexible training programs that can cater to the diverse needs of franchisees with different civil statuses, ensuring that all franchisees receive adequate and relevant training. For educational attainment, the p-value of 0.250 for the recommendation to provide financial support shows that there is no significant difference. This indicates that franchisees, regardless of their educational background, perceive the need for financial support similarly. Whether they hold a high school diploma, college degree, or post-graduate qualifications, franchisees universally recognize the importance of financial assistance in sustaining and growing their businesses. This finding suggests that the franchise's approach to providing financial support is widely appreciated across all educational levels.

The length of service category shows a p-value of 0.044 for the recommendation to enhance inventory management, indicating a significant difference. This finding suggests that franchisees' perceptions of inventory management improvements vary based on their years of experience with the franchise. Newer franchisees may feel a greater need for enhanced inventory systems as they familiarize themselves with managing stock levels, while more experienced franchisees may already have established their own inventory management practices. This significant difference indicates that the franchise should consider offering more tailored inventory management solutions, particularly for newer franchisees who may require additional support in this area. The trainingsand seminars category reveals a p-value of 0.010 for the recommendation to offer incentives for high performers, indicating a significant difference. Franchisees who have attended varying numbers of training sessions and seminars perceive the need for performance-based incentives differently. Those who have participated in more training programs may feel better prepared to meet performance targets and, thus, more deserving of incentives, while those with less training may perceive incentives as less critical. This finding suggests that the franchise should align its incentive offerings with the level of professional development its franchisees have undergone, ensuring that all franchisees feel motivated and rewarded based on their performance.

Conclusions

The ZODA Pharmacy Franchising Business Partnership demonstrates strong compliance across critical operational domains, particularly in management competency, standardization, and profitability. These high compliance levels indicate that the franchise is well-structured and effectively managed, with clear processes and systems in place to ensure operational consistency across branches.

Significant differences in compliance based on age, civil status, and length of service suggest that franchisees' experiences and expectations vary depending on their personal and professional backgrounds. Younger franchisees may seek more adaptable leadership approaches, while experienced franchisees may require less hands-on support. Civil status further influences trust-related perceptions, indicating that personalized strategies may be necessary to strengthen franchisee satisfaction.

The recommended actions of improving communication, developing standardized training programs, increasing marketing efforts, implementing customer satisfaction surveys, and enhancing inventory management were all highly endorsed by franchisees. These recommendations address key operational areas that, if improved, could significantly enhance franchise performance and satisfaction across all branches.

The significant differences in the recommended actions based on profile categories highlight the need for more tailored strategies in franchise management. Communication, training, and inventory management should be adjusted to meet the diverse needs of franchisees based on their age, civil status, length of service, and prior training experiences. This tailored approach would ensure more equitable and effective support for all franchisees, fostering long-term growth and satisfaction.

The franchise should invest in more robust communication tools and platforms that allow for seamless, real-time interactions between management and franchisees. This would ensure that franchisees of all ages and experience levels feel supported and informed. Regular updates, virtual meetings, and a dedicated communication hub could be implemented to address this need.

Developing and delivering comprehensive, standardized training programs for new and existing franchisees is essential. These programs should cover core areas such as operational efficiency, customer service, financial management, and compliance with franchise policies. The training should also be flexible enough to accommodate the specific needs of franchisees based on their civil status or experience level, ensuring inclusivity and relevance.

The franchise should enhance its marketing strategy to increase brand visibility and attract more customers. This could include the use of digital marketing tools, social media campaigns, local community engagement, and partnerships with healthcare providers to strengthen the franchise's market presence. Increased marketing would help individual franchisees drive customer traffic and sales growth.

To ensure continuous improvement in service quality, the franchise should implement regular customer satisfaction surveys. These surveys would provide valuable insights into customer needs, preferences, and areas for improvement. Franchisees can use this feedback to adjust their operations and enhance the overall customer experience, leading to higher customer retention and brand loyalty.

Enhancing the franchise's inventory management systems will ensure that all branches maintain optimal stock levels, reducing the risk of stockouts or overstocking. Implementing advanced inventory tracking software and offering training on best practices for inventory control would improve operational efficiency and cost management across all branches.

The franchise should recognize and accommodate the diverse needs of its franchisees by offering more personalized support based on age, civil status, length of service, and previous training experiences. Tailoring communication, training, and operational strategies based on these profiles will ensure that all franchisees feel adequately supported and empowered to succeed.

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