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CRITICAL SUCCESS FACTORS FOR FRANCHISED RESTAURANTS ENTERING THE KENYAN MARKET: CUSTOMERS' PERSPECTIVE

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ABSTRACT

This article seeks to determine the critical success factors for franchised restaurants entering the Kenyan market from the customers' perspective. We used a quantitative methodology by taking a survey. The respondents were identified using convenience sampling. A sample of 389 franchised restaurant customers was drawn and a response rate of 98.7% was obtained. It is suggested that the critical success factors for franchised restaurants from customers' perspective include good and consistent products and product range (menu mix), competent staff who were clean, warm, courteous and welcoming, a pleasant and clean atmosphere, reasonable and stable prices of products and a convenient location with efficient service. This paper has added value in theory by identifying the critical success factors for franchised restaurants entering the Kenyan market from customers' perspective. The findings can be used by restaurant franchises that seek to establish successful businesses in the Kenyan market and other similar regional markets.

Keywords: Critical success factors, Franchised restaurant, Hospitality industry, Customers, Kenya, Market.

Contribution/ Originality

This paper established critical success factors for restaurants in the African context. As research has suggested, CSF's could be influenced by geographical locations and environmental situations among other things (Rockart and Christine, 1981). The unique geographical location, the socio-political and environmental conditions found in Africa could mean that the CSF's identified in this region may not be identical to those found in other regions. Neither would they have the same relevance. The paper also contributes in the knowledge of the Kenyan restaurant industry regarding critical success factors. There exists some research that identifies critical

success factors or key success factors in the Restaurant Industry in general as in Parsa *et al.* (2005), (Bergin, 2002), (Bergin, 2003) etc. However we have found no published studies on critical success factors of restaurants in Kenya.

1. INTRODUCTION

The restaurant industry has developed and expanded to gain a global presence in the last fifty years largely fuelled by the change of lifestyles. Urban populations have grown throughout the world. Mobility of people has increased and people spend a lot of time commuting to and from work (Schlosser, 2001). This has been compounded by the increased presence of women in the workplace which has resulted in less time available for them to prepare meals at home. These busier consumer lifestyles and dual-working families have led to solutions being sought in using readymade meals (Atkins and Bowler, 2001).

Viewed from the customers' perspective, Anderson and Fornell (2000) assume that businesses exist and compete to satisfy their customers. They suggest that it is not possible to grow a business without at the same time increasing customer satisfaction. A satisfied customer will become a repeat customer and this could in turn grow a business. Following this general business imperative therefore it means that a satisfied customer will have a critical effect on the long-term success of a restaurant business. A satisfied restaurant customer will remain loyal to an outlet or a restaurant business and continued patronage could follow a global pattern. On the other hand a dissatisfied customer of a franchised restaurant will not only avoid the entire franchise outlets but may also generate bad publicity and persuade many people to go elsewhere (Gilbert *et al.*, 2004).

Research on critical success factors (CSF) conducted by Rockart (1979), suggests that there are a number of CSF that an organization needs to satisfy if it is to be successful. Rockart (1979) identified sources of CSFs as industry based, from environmental situations, geographical locations, temporal factors or strategic situations. This approach of CSFs focuses on information needs for purposes of management control and seeks to identify data which can be used to monitor and improve existing areas of business (Amberg *et al.*, 2005). In some research, this emphasis of deriving CSF from management has been criticized as it has been seen as an approach which relies only on opinions of managers (Davis, 1980). Munro and Wheeler (1980) suggested that middle managers views should be incorporated while Baynton and Zmud (1984) proposed that a cross-section of managers' views should be incorporated as well as opinions of other stakeholders in the firm. This widespread consultation was seen as strengthening the CSF approach because it was viewed that success of a firm does not depend only on managers. This particular article supports Baynton and Zmud (1984) and argues that customer's opinions about critical success factors are crucial. Customers are stakeholders in restaurant business. Consequently, customers are an important source of CSFs.

This paper identifies the CSF specifically for restaurants from customers' perspective. The study was carried out in East Africa and therefore may not apply in other geographical locations

in exactly the same way. The CSFs dealt with in this paper are limited to those from customers' perspective.

The paper is organized as follows: Following a literature review of critical success factors, hypotheses for the study are developed. Next the research design used is described after which the results are reported, discussed and findings are presented. Finally implications for restaurant management are extracted from the results and recommendations of future research directions are made.

1.1. Research Objectives

Franchisors have attempted to enter the East African market yet this has not always been very successful. The reasons for this lack of success can be attributed to a number of factors, including the acceptance among customers. The purpose of this research is to investigate the critical success factors of franchised restaurants entering the Kenyan market from customers' perspective.

2. LITERATURE REVIEW

2.1 Critical Success Factors

The identification of 'success factors' was first proposed by Daniel (1961) in an article on Management Information Crisis. It was later refined by Rockart (1979) who used the term 'Critical Success Factors' (CSF) to mean: *"The limited number of areas in which results, if they are satisfactory, will ensure successful competitive performance in an organization"*. In this definition Rockart (1979) emphasizes that these areas of activity are "key". By "key" Rockart (1979) seems to mean the most important areas that would include issues that are of vital importance, the critical factors, to an organization's current activities as well as pertaining to its future and these must "go right". The CSFs therefore should be carefully managed by the company to ensure success. The critical success factors will point to those areas that impact success and that also affect the level of competitiveness of the organization performance in the market place. The management should provide a constant focus on these key areas and avail the necessary resources in maintaining the focus until success is achieved. If any of the CSFs are missing it would then make a difference between successful competitive performance of a firm and a waste of resources, time, effort and money resulting in failure. The competitive performance would require achieving an optimum balance between the environmental conditions and the business characteristics for a particular company (Amberg et al., 2005).

Leidecker and Bruno (1984) view CSFs as *"those characteristics, conditions or variables that when properly managed, can have a significant impact on the success of a firm competing in a particular industry"*. The critical success factors here are valued for the significant impact they result in, when due attention is paid to them. The definition does not seem to indicate that the level of success achieved should necessarily be outstanding or lead to competitive positioning of the firm

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in the industry in which it operates. The implied measure of success is not indicated, or it may not be particularly important in this definition. However, this definition adds to Rockart (1979), the reference of operating in a particular industry.

Pinto and Slevin (1987) regarded CSFs as *"factors which, if addressed, significantly improve project implementation chance"*. This particular definition seems to be limited to the implementation stage of a project, thus limiting the scope of the CSFs, implying the meaning of the term "success" as the completion of a project probably based on time and budget. As long as the project is complete, it is successful. This is the definition of success often given by project implementation teams (Remus and Wiener, 2008). The definition has no reference to competitiveness and there are no other players so to speak. Pinto and Slevin (1987) definition would be difficult to apply to a business that seeks to achieve not only significant improvements but a competitive and sustainable positioning in the business environment within which it operates (Remus and Wiener, 2008). In a way it is a narrow definition, limited in the scope of application to project implementation and lacks the preciseness and completeness of Rockart (1979) definition.

The rest of the existing definitions of CSFs gravitate around these three main ones, differing only slightly one from the other; for example Dickson *et al.* (1984a) define CSFs as '*events, conditions circumstances or activities that due to their significance require special attenti*on'; this is similar to Leidecker and Bruno (1984) definition. In a criticism of the above definitions of CSFs, Esteves (2004) underlines that, the later definitions failed to address the concept with the comprehensiveness that Rockart (1979) gave it. Rockart (1979) definition of CSF is the most frequently used in research.

2.2. Hypothesis Development

The literature reviewed shows that a good number of critical success factors have been identified for the for restaurant industry. However there is a lack of consistency in the factors identified and emphasis has been focused on a variety of areas by the different authors. No clear set of critical success factors has been drawn specifically for the restaurant industry. Some critical success factors found in research that apply specifically to restaurants namely convenience, atmosphere, price, product, employee competence, are discussed in the following section. The factors were identified from the various authors who have researched on restaurants (Parsa *et al.*, 2005), (Njite, 2005), (Mamalis, 2010) etc.

2.2.1. Product Mix

Research has indicated that a good product mix is important in terms of making a restaurant a success or a failure (Parsa *et al.*, 2005). In the wake of health foods, fast foods consumers' expectations are changing, demanding the use of fresh produce, chemical free ingredients etc. (Richardson and Aguir, 2004). There seems to be a growing demand for a broader menu selection, inclusion of vegetarian items as well as the use of Kosher/Hallal ingredients

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(Richardson and Aguir, 2004). From literature product mix has been cited by many authors as determining the choice of customers to visit a restaurant, hence we proposed the following hypothesis:

> ❖ **H1**: Product mix is a critical factor for the success of a franchised restaurant from the customers' perspective.

2.2.2. Convenience

According to Parsa *et al.* (2005), the physical location of a restaurant is an important factor that influences its success or failure. In their research, Parsa *et al.* (2005) noted that the density of restaurants in a location did to a certain extent have an influence on the success or failure of a restaurant. This has a strong relationship with competition as a restaurant in a densely populated area would have many choices for customers and consequently the market share for each restaurant would shrink eventually causing some restaurants to shut down. Accessibility and visibility of a restaurant are factors that are related to both convenience and location. Technological advances and the changing consumer needs have contributed to the use of disposable serving, eating and packaging materials. This has increased the convenience of using restaurant products to the consumer (Schlosser, 2001). From literature convenience is viewed as an important factor in restaurant business; therefore we proposed the following hypothesis:

> ❖ **H2**: Convenience is a critical factor for the success of a franchised restaurant from the customers' perspective.

2.2.3. Employee Competence

Another critical factor established by Parsa *et al.* (2005), Bergin (2002), Bergin (2003) and others included employees' competence which seems to be derived from training as well as personality, relationship with customers and the staff. The restaurant industry by its nature is labour intensive and interaction of customers and employees is inevitable. The ability to relate to customers in a friendly, organized and efficient manner communicates a positive service encounter to the customer (Ziethaml *et al.*, 2006). According to Berry (2000), it is important for marketers to pay attention to the customer perception of a brand. The customer experience and the way a service is delivered by an employee, determines the perception of the customer of the restaurant brand. From literature employee competence is an important factor in restaurant business; therefore we proposed the following hypotheses for verification and confirmation:

> ❖ **H3**: Employee competence a critical factor for the success of a franchised restaurant from the customers' perspective.

2.3.4. Price

Customers do not usually know the exact price of the different brands, but they would generally have an idea if a brand is more expensive or cheaper than its competition according to

Frazen and Bouwman (2001). The perceived price seems to be an important characteristic that influences purchase decisions as well as reasons for patronizing a restaurant. Richardson and Aguir (2004) suggest that consumers are no longer satisfied with the attributes of taste, cleanliness and cost in their choices and patterns of eating out, but they may be willing to spend more on what they perceive contains quality ingredients. From literature price is an important factor in restaurant business, therefore we proposed the following hypothesis:

> ❖ **H4**: Price is a critical factor for the success of a franchised restaurant from the customers' perspective.

2.3.5. Atmosphere

Because of the little time customers spend in a restaurant the atmosphere though important, appears to have the least significance when customers make choices of the outlets to use (Njite, 2005). However, the cleanliness of an outlet and the physical appearance of the outlet, colours, and branding arrangement will be factors that initially attract a customer to a restaurant. If these are maintained they contribute in earning the loyalty of the customers to that particular facility. Njite (2005) found that customers were not willing to accept poorly maintained restaurant environments. They considered this sub-standard and would go to competition that had a more appealing environment. From literature atmosphere is an important factor in restaurant business, therefore we proposed the following hypothesis:

> ❖ **H5**: The atmosphere of a franchised restaurant is a critical factor for the success of a franchised restaurant from the customers' perspective.

3. RESEARCH METHOD

This study used a descriptive research design that was cross-sectional. This was done through the collection of data and the tabulation of frequencies on research variables. This research endeavoured to test the hypotheses that were developed from literature review. The survey population of the study constituted all the customers of franchised restaurants in Kenya.

This study used non probability sampling techniques. Specifically, the study used convenience sampling where it targeted consumers already seated in a franchised restaurant on all the days of the week including Saturdays and Sundays. A sample of 389 franchised restaurant customers was drawn and a response rate of 98.7% was obtained. The choice of the days was informed by the need to capture a broad set of respondents.

The survey used to collect data for this research consisted mainly of closed ended questions and these were coded upon the completion of the survey. Data capturing involved the initial summation of data using frequency distribution. This helped to establish the out of range, missing and extreme values for each variable (Malhotra and Birks, 2007). Cross tabulation was also used to reflect joint distributions of the variables, independent vis a vis the independent

variable. This was done using SPSS software after which the descriptive statistics and inferential statistics were generated following which, hypothesis testing was conducted.

4. RESEARCH FINDINGS

4.1. Respondents Characteristics

This section contains descriptions of the respondents in terms of their gender, age, household monthly income and the number of times they visited the franchised restaurant.

4.1.1. Gender of Respondents

Results illustrated in table 1 show that 52% of the respondents were female while 48% were male.

4.1.2. Age Distribution of Respondents

The findings illustrated in table 2 reveal that the dominant age of the respondents was between 25 to 44 years this comprised 57 % followed by ages between 18 to 24 years (22 %). Those between 45 and 60 years counted for 16 %. Those over 60 years accounted for 5 %.

4.1.3. Household Monthly Income

The results depicted in table 3 shows that the proportion of respondents who had a monthly income of between KES 76-120000 was 22%, followed those of KES 51,000 to 75,000 (19 %), and then KES 121,000 to 250,000(18 %).

4.1.4. Number of Times Respondents Visited a Franchised Restaurant

The results depicted in table 4 show that 45 %of the study participants visited at a franchised restaurant weekly. Another 26 % visited a franchised restaurant monthly while another 23 % visited the restaurant twice weekly. The results on demographics indicate that the typical respondent was female, aged 25 to 44 years, with income of between KES 76,000-120,000 and visited a franchised restaurant weekly.

4.2. Descriptive Analysis

The study had one dependent variable (success of franchised restaurants) and five predictor variables. The descriptive results were provided in the next section. The descriptive results of the dependent variable were presented first followed by the descriptive results for the independent variables.

4.2.1. Success of Restaurants

Table 5 displays results of responses regarding success of franchised restaurants. The mean score of the responses was 4.17 which mean that there was strong agreement with the statement

on the questionnaire regarding success of franchised restaurants. The responses were spread within a standard deviation of 0.77 meaning that was a narrow variation of responses and with a further indication that there was consensus in the responses. McDaniel and Gates (2004) and Malhotra and Birks (2007) note that a standard deviation of less than 1 for social studies is low and indicates consensus. A standard deviation of more than 1 indicates wide variation of response and hence lack of consensus. These results indicate that most of the study participants were satisfied with the restaurant they visited.

4.2.2. Continued Patronage

The study sought to establish the aspects that influence patronage of franchised restaurants. The overall mean score of the responses was 4.39, which implies that there was strong agreement with the statement on the questionnaire regarding the decision to continue visiting the franchised restaurant. The highest factor that contributed to patronage was product with a mean score of 4.60 and the lowest was price at a mean score of 4.03. The responses were spread within a standard deviation of 0.78 which implies consensus among members. The summary is shown in table 6.

4.3. Hypothesis Testing

H1: Product mix is a critical factor for the success of a franchised restaurant from customers' perspective.

Correlation between product and success was positive and significant ($p = 0.000$). This showed that a change in product and franchised restaurant success changed in the same direction. The relationship was moderate (0.633). Rumsey (2011) notes that a correlation coefficient of more than 0.5 but less than 0.7 indicates that a moderate to strong positive correlation exists. Correlations of less than absolute values of 0.5 are considered weak correlations. This led to the acceptance of hypothesis that product mix is a critical factor for the success of a franchised restaurant from customers' perspective.

H2: Convenience is a critical factor for the success of a franchised restaurant from customers' perspective.

Correlation between convenience and success was positive and significant ($p = 0.000$). This showed that a change in convenience and restaurant success changed in the same direction (0.534). The correlation was moderate. This led to the acceptance of hypothesis that convenience is a critical factor for the success of a franchised restaurant from customers' perspective.

H3: Employee competence a critical factor for the success of a franchised restaurant from customers' perspective.

Correlation between price and success of a franchised restaurant was positive and significant (p = 0.000). This showed that a change in price and franchised restaurant success changed in the same direction. The association was moderate (0.541). This led to the acceptance of hypothesis that employee competence a critical factor for the success of a franchised restaurant from customers' perspective.

H4: Price is a critical factor for the success of a franchised restaurant from customers' perspective.

Correlation between employee competence and success was positive and significant (p = 0.000)). This showed that a change in employee competence and franchised restaurant success changed in the same direction. The relationship was moderate (0.632). This led to the acceptance of hypothesis that price is a critical factor for the success of a franchised restaurant from customers' perspective.

H5: The atmosphere of a restaurant is a critical factor for the success of franchised restaurant from a customers' perspective.

Correlation between atmosphere and success of a franchised restaurant was positive and significant (p = 0.000). This shows that a change in atmosphere and restaurant success changed in the same direction. The relationship was moderate (0.601). This led to the acceptance of hypothesis that the atmosphere of a franchised restaurant is a critical factor for the success of a restaurant from customers' perspective.

5. DISCUSSION

A positive and significant correlation was found between product, price, convenience, atmosphere, employee competence and success of franchised restaurants. Product, price, convenience, atmosphere, and employee competence were therefore found to be critical success factors for the success of a franchised restaurant

5.1. Product and Success of Franchised Restaurants

The product offering from franchised restaurants positively affect the success of these restaurants. It is therefore a critical success factor. The menu in franchised restaurants has a large variety of choices; the products of franchised restaurants are always of the same quality and quantity. Products on the menu are always available and different combinations are possible. Franchised restaurants have new and exciting products on the menu from time to time and they practice good hygiene habits which measured up to customers' expectations. This has contributed to the continued support by customers and eventual success of these restaurants.

The findings agree with those of Parsa *et al.* (2005) who indicated that even a good location cannot overcome a bad product mix in terms of making a restaurant a success or a failure. Successful operations have been found to have operators who are responsive to the evolving customer needs, while maintaining the central concept of a specific restaurant.

5.2. Convenience and Success of Franchised Restaurants

Customers considered convenience as a critical success factor for the success of franchised restaurant. The convenience of the restaurant positively affected the success of the franchised restaurants. Franchised restaurants did not keep customers waiting for a longer time compared to other restaurants and the location of franchised restaurants was convenient for them. In addition, the speed of service in franchised restaurants met the expectations of customers and the restaurants had ample space for parking which made the franchised restaurants convenient for customers. The findings are consistent with those of Parsa *et al.* (2005) who asserted that the physical location of a restaurant is an important factor that influences its success or failure. Researchers have noted the interest customers have in conserving time and effort when it comes to meals and therefore convenience is viewed to be an increasingly important factor (Liu and Chen, 2000).

5.3. Product's Prices and Success of Franchised Restaurants

Products' prices are a critical success factor of franchised restaurants. Prices of products in franchised restaurants affected positively, the success of the franchised restaurants. Customers felt that franchised restaurants offered food and services at good value for their money. They found that food prices were stable, and they did not change abruptly. Franchised restaurant offered bonuses and discounts often, something that many customers looked forward to.

The findings agree with those of Frazen and Bouwman (2001) who found out that customers do not usually know the exact price of the different brands, but they would generally have an idea if a brand is more expensive or cheaper than its competition. The perceived price seems to be an important characteristic that influences purchase decisions as well as reasons for patronizing a restaurant. Richardson and Aguir (2004) suggest that consumers are no longer satisfied with the attributes of taste, cleanliness and cost in their choices and patterns of eating out, but they may be willing to spend more on what they perceive contains quality ingredients.

5.4. Employee Competence and Success of Franchised Restaurants

Employee competence influenced success of franchised restaurants and is therefore a critical success factor for these restaurants. It was important for customers that employees of the franchised restaurants were warm and welcoming, had the knowledge on answering questions, provided prompt service and gave the clients individual attention. Employees in franchised restaurants understood clients' specific needs, they were consistently courteous when dealing

with them; they were not too busy to respond to customer requests and always had a neat appearance. The findings agree with those of Berry (2000) who found out that it is important for marketers to pay attention to the customer perception of a brand. Extant literature mentions employee competence as an important component of the service experience in a restaurant. The ability to relate to customers in a friendly, organized and efficient manner communicates a positive service encounter to the customer (Bergin, 2002), (Bergin, 2003).

5.5. Atmosphere and Success of Franchised Restaurants

Customers value the atmosphere of franchised restaurant. Atmosphere is therefore a critical success factor that is should be considered by restaurant franchises. A relaxed environment with good selection of music, attractive décor all go to make up the good atmosphere that customers look for. Adequate spacing between tables and comfortable chairs as well as the cleanliness of the facilities also form part of the good atmosphere that customers value so much. Therefore, the results imply that a good atmosphere is created by a good interior design, good combination of colours, decor and furnishings, and a good definition of space. These balanced elements offer customers a warm and welcoming feeling. A great atmosphere keeps the clients happy and this would keep them coming back to that restaurant.

The findings are consistent with those of Njite (2005) who found that customers were not willing to accept poorly maintained restaurant environments. Marketing researchers have identified that if the physical stimuli experienced by customers at the point of purchase do influence their buying patterns and their decision to return to the outlet, then the practice of creating and maintaining influential atmospheres should be an important marketing strategy (Ziethaml et al., 2006).

6. MANAGERIAL IMPLICATIONS

The restaurant franchising market in Kenya is fast growing opportunity that is evolving from a single master franchisee operating all the units as mini chains to the franchisors actually franchising single outlets. The franchised restaurants with good and quality products, that customers identify as safe, as well as a range of products for choice (menu mix) is clearly one of the factors that attracts customers the most to a franchised restaurant. The management of franchised restaurants need to be innovative and adapt the menu mix to include some cultural delicacies if they want to retain the customers longer.

Franchised restaurant management need to realise the key role that competent and friendly employees who are clean and well groomed as well as friendly warm and welcoming, have in attracting and retaining customers to franchised restaurants. Customers attached a lot of importance to how they are treated when they visited a franchised restaurant.

The atmosphere of the restaurant, the physical facility cleanliness, décor and comfort also play a key role in attracting and maintaining customers and this consequently leads to the success

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of that restaurant. People sometimes want to relax and socialize with their friends and they would usually look for a restaurant that they feel free to do this. Creating an attractive atmosphere would ensures that the restaurant not only attracts but also retains customers who then become patrons. This contributes to franchised restaurants becoming successful.

7. FUTURE RESEARCH AND LIMITATIONS

This article did not address the prioritization of franchised restaurant CSFs, identifying which ones are the most important from the customers' perspective. This could be explored and done in further research. CSFs could be identified in other environments or different geographical contexts and consequently cross cultural comparisons of franchised restaurant CSFs could also be done by carrying out a similar study in a different environment (country). CSFs from franchisors and franchisees perspectives could be identified to obtain a more holistic view from all stakeholders in the franchised restaurant business.

8. CONCLUSION

For a franchise restaurant system to succeed in the Kenyan market it is important for them to build and maintain a strong brand that conveys a clear message to the customer regarding the product range and quality. They would also need to maintain a culture of providing high standards of service by ensuring that the staff employed is competent and motivated. They need to maintain an attractive environment for the customers, a place where they can socialize and relax as they dine. They would also need to remain sensitive by avoiding abrupt prices changes and communicating well to customers when prices need to be changed. A successful franchised restaurant would need to be located in a convenient and safe location for the customer.

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Appendix i

Table-1. Gender of Respondents

Gender	Number (N)	Percentage (%)
Female	201	52%
Male	183	48%
Total	384	100%

Source: Developed from the study

Table-2. Age Distribution of Respondents

Age distribution	Number (N)	Percentage (%)
Under 18	1	0%
18-24	85	22%
25-44	219	57%
45-60	60	16%
over 60	19	5%
Total	384	100%

Source: Developed from the study

Table-3. Age Distribution of Respondents

household monthly income	Number (n)	Percentage (%)
Below 10,000	13	3%
Between 11,000-25,000	34	9%
Between 26,000-50,000	67	17%
Between 51,000-75,000	71	19%
Between 76,000-120,000	85	22%
Between 121,000-250,000	69	18%
Over 250,000	45	12%
Total	384	100%

Source: Developed from the study

Table-4. Distribution of number of times respondents visited a franchised restaurant

Times Visited	Number(N)	Percentage (%)
Daily	22	6%
Weekly	173	45%
Twice weekly	87	23%
Monthly	102	27%
Total	384	100%

Source: Developed from the study

Table-5. Summary of responses and descriptive statistics on franchised restaurant success

Statement	Mean	Std
I like this restaurant	4.41	0.67
I will keep on coming to this restaurant	4.20	0.73
I will bring my family to this restaurant	4.09	0.79
I would recommend this restaurant to my friends	4.22	0.75
The restaurant has my best interests at heart	3.95	0.88
The restaurant delivers what it promises	4.14	0.80
Average	4.17	0.77

Source: Developed from the study

Table-6. Summary of responses and descriptive statistics on franchised restaurant patronage

Statement	Mean	Std
Convenience	4.23	0.85
Price	4.03	1.00
Product	4.60	0.66
Staff competence	4.58	0.66
Atmosphere	4.52	0.73
Average	4.39	0.78

Source: Developed from the study