Index

Africa 515–33
  African Development Bank 529
  attractiveness ranking 303, 314
  opportunities and challenges
    529–33
    potential 515–16
  chains
    domestic 519, 520–21
    international 518–19, 521
  entrepreneurship 515, 521, 522, 531
  ethics and legislation 522–4, 531–2
  literature review 516–18
  social franchises 530
  study objective and research suggestions 532
  see also Egypt; South Africa
  agency theory 22, 72, 119, 214, 404, 406, 542, 552
  and multi-unit franchising 94–5, 111–12
Asia
  see China; India; Southeast Asia
Asia-Pacific Franchise Confederation 473–4
Association of Southeast Asian Nations (ASEAN) 452, 459–60, 475
ASEAN Economic Community (AEC) 452, 475
attractiveness ranking see international franchising also individual countries’ names
Australia 2–3, 151, 475
  attractiveness ranking 301, 303, 304, 305–6, 312
  comparative descriptive statistics 83
dual distribution structures study 70, 74, 81, 82–7
Franchise Council of Australia 156
  franchises 74, 215–16, 218, 408, 521, 540
  e-commerce strategic 273
  franchisee failure 406
turnover (2016) 3
legal environment 145
  7-Eleven 212–13
good faith 80–81, 169–70, 174, 178–9, 185–7
  Franchising Code of Conduct 183–4, 212
  Opportunity Not Opportunism report 170
  Paciocco v. Australia and New Zealand Banking Group Limited 186–7
  retail price maintenance (RPM) 250
  studies on franchisee trust 202, 222
  literature on 343, 346, 349
  statistics 82–6, 483, 495
autonomy in franchising 50–62
  entrepreneurial franchising 52–3
  freedom franchising 52–3
  governance 60–62
  leadership style theories applied to 54–61
  autonomy with boundaries 57, 59–60
  and business format franchising 57–8
  controllability 57
  empowerment and control 58
  franchisee satisfaction 58–9
  franchisor/franchisee relationship 59
  governance in context 60–61
  psychological empowerment 56–7
  situational factors 55–6
  quasi-franchising 52
  uniformity concept 51–2, 60
BMW 256, 257–61
Brazil
  attractiveness ranking 303, 313
  Brazilian Franchising Association (ABF) 495, 504
in institutional environment comparisons 510–12
outlets and brands comparisons 495
research into 483–4, 486–91
future suggestions 506
risk 303, 505
statistics 483, 493–5
demographic and development 503–4
evolution of franchising and GDP 500–502
international comparisons 496–7, 498–501
international comparisons per brands 499–500
Brunei 459, 460–61
business format franchising 1–3, 18, 395, 464
adaptations to 20, 24–5, 50, 359, 361
see also autonomy in franchising
and social franchising 575, 579–80, 596, 603–7
brand name 359–60
host countries 326, 330, 370–71
codes, South Africa 522–4
economic environment 363, 470–71
implementation challenges 467–70
leadership theories applied to 54–61
processes 117, 193
complexity of 359
demand and gross margins 252–3
standardization/uniformity 51–2, 360, 365
retail price maintenance (RPM) 253–4, 261–3
socialised conversion franchising 584
socio-cultural factors 472–3
upward trends 74
with poor market potential 303, 323
Cambodia 315, 459, 461
Canada 23, 174, 176, 179–80, 183
attractiveness ranking 301, 304, 306–5, 307, 312
entry timing see market entry timing
China 182, 451–2, 457–8, 483, 499
attractiveness ranking 301, 303, 307, 309, 322, 459
franchises 349, 363, 365, 464, 470–72
legal and governmental system 182, 250, 468–70
socio-cultural elements 473, 476
commercial franchising 562, 566
communication, interpersonal 216–17
communication, marketing see e-commerce
community franchising 584
corporate socially responsible franchising 584
Democratic Republic of the Congo 515, 518
dissemination franchising 584
dual distribution structures 69–89
multi-national sample and analysis 78–86
Australia 74, 81
Germany 73–4, 78, 81
methods 81–2
results 82–6
correlations 84–5
descriptive statistics 82–3
MANOVA summary 86
regression results 85
South Korea 74–5, 81
variables 81
research into plural form
organization 69–70, 71
agency theory 72
exploitation and exploration paradigm 73
overview: dual distribution 79–80
ownership redirection paradigm 72
resource constraints paradigm 72
signalling theory 72–3
study 70–71
contributions to practice 88
contributions to research 86–9
limitations and future research 88–9
overview 6
scope and aims 70–71
study hypotheses
business experience 76
firm size 77
geographic dispersion 77–8
market size 78
see also retail network organizational forms

e-commerce 273–87
2010 Guidelines on Vertical Restraints 275–6
countries with e-commerce strategy 273
encroachment issues (transactional websites) 297–82
European regulation 274, 275, 284
franchisee website uniformity 282–4
franchisor's management complexity 284–5
m-commerce and liabilities 285–6
marketing
advantages 276–8
omni-channel policies 285
practicalities 278–9
regulation 275–6
encroachment 279–82
territorial exclusivity clauses 283–5
s-commerce and liabilities 287
East Asia 456
Economics and Management of Franchising Networks 3
Economics of Franchising, The 4
Egypt 524–9
attractiveness ranking 314
Egyptian Franchise Development Association 524, 526–7
franchises 518, 519
(1930s–2015) 524
domestic brands 525–6
franchisee candidate profiles 525
governmental support 527–8
legislation 314, 322, 340, 499, 515–16, 532
Social Fund for Development 528–9
see also Africa
entrepreneur-franchisor case study
empowerment 56–7
entrepreneur-franchisor case study 536–53
Dr. Baeza of Mérida’s story 545–6
consolidation 546–8
future expansion/diversification 549
re-evaluation of expansion 548–9
institutional environment 546
new combinations of the factors of production 546
strong entrepreneurial orientation 545–6
study
emergent themes 551
findings 544–5
limitations 553
managerial implications of 552–3
overview 549–52
significance and disciplines 536–7
theoretical implications of 552
technology to gain competitive advantage 546
entrepreneurial tensions in franchising 17–30
empirical research evidence 22–7
franchisee product adaptation 25
intra-system competition 28–9
standardization as cause 18–19, 30
theoretical foundations 19–22
entrepreneurship
in Africa 515, 521, 522, 531
and family firms 45
definition 16
Entrepreneurship Theory and Practice 5
entry timing see market entry timing
Europe 50, 152, 427
contract law and good faith 172–3, 177, 184–5, 187
Legal Perspective of the Regulatory Framework and Challenges for Franchising 172–3, 184–5
see also individual countries
European Social Franchise Network 580–81, 592
Expert Information Processing Theory (EIPT) 23
family firms 34–46
definitions 35
familiness construct 36–7
models applicable to
maturity stage 38–40
Model of Franchise System
Development 35–6
Organizational Psychological
Capital 44–5
sociological model 40–42
succession 42–3
Organizational Psychological
Capital (PsyCap) 44
research into 35
future research 43–4, 45–6
fee structure of franchise contract
116–31
ex ante bonding 368
research and theoretical approaches
117, 129
risk sharing 119–20
royalty rates and 118–22, 253–4, 264,
270
study
confidence intervals 125–6
effect size estimation 124–5, 128
findings and contribution 129–31
meta-analysis technique 123
moderators 127, 128
results 127–9
study sources 123–4
testing for homogeneity 126–7
financial performance see performance
in franchising networks
fractional franchising 570–71
France 415, 424
attractiveness ranking 301, 305–6,
312
fashion retail networks 429–39
regulation 176
franchise governance see master
international franchising
franchised and company-owned stores
416
franchisee forums 28
franchisee trust, extant research into
193–207
antecedents and consequences of
trust 193–4, 199–203
definitions of franchisee trust 195–8
future research 203–7
study data collection 198–9
types of referent: individuals, teams,
organizations 195–7, 206
value bases of trust 197–8, 206
see also franchisor-franchisee
relationships
franchisee-owned systems 95
franchisees as entrepreneurs see
entrepreneurial tensions in
franchising
franchising
as standardized business format 18
definition/description and origins 1,
94–5, 212
governance modes and control
350–53
law 117, 137–8, 154, 162, 163, 169,
212, 215
model changes 112
Model of Franchise System
Development 37–8
organizational forms (stores/spaces)
416
Sociological Model 40–43
worldwide extent of 2
see also research studies
franchisor-franchisee relationships
211–29
communication 216–17
local market knowledge 28, 308
conflict 221–7
causes of 224–5
effects of 221–2
resolution 227
stages 225–7
types of 222–4
entrepreneurial tensions 17–30, 59
empirical research evidence
22–7
franchisee product adaptation 25
intra-system competition 28–9
standardization as cause 30
theoretical foundations 19–22
fees see fee structure of franchise
contract
hard and soft law 141–2
bargaining 160–61
dispute examples 149–50
goodwill 162–3
nature of relationship 212–13
entrepreneurial behaviour 17, 53–4
franchising agreement (contract) 215, 218
leadership 215–16
legislation affecting 212–13
as ‘nerve centre’ of franchising 213–14
as a principal–agent relationship 214
relational contracts see good faith
in franchise regulation
study conclusion 227–9
power and control struggles 217–21, 250
research into 328–31
website operation see e-commerce
see also franchisee trust; resale price
maintenance

Germany
attractiveness ranking 301, 305–6, 312
comparative descriptive statistics 83
dual distribution structures see dual
distribution structures
franchising 73–4
regulation 176, 177
Global Competitiveness Report
global franchising 321–2, 474–5
good faith in franchise regulation
169–88
civil law and common law
approaches to 174–82
civil law approach 176–7
common law approach 178–82
good faith as unifying principle
175
definition and role of 172–4
effectiveness/appropriateness
184–6
uncertainty 174, 181, 184, 186–7
as franchise specific obligation
182–4, 188
overview 186–8
prior disclosure obligations 171
research into 170–72
role of 172–4
incoherent application 174

self-regulation as unviable tool
172–3
threshold and substantive issues 169
see also hard law and soft law
governance see master international
franchising

hard law and soft law 137–63
as alternatives 158–60
approvals and ratification 154–6
as complements to franchise law and
ethics 142
bargaining power 160–61
contracts of adhesion 142
definition and description 137–8,
142–3
franchise laws on a spectrum of 154
‘good cause’ for termination/non-
renewal 138–40, 159
hard law
benefits and drawbacks 160–61
disclosure requirements 147
IFA Code of Ethics 145
legal constructivists and
functionalists 139–40, 155,
159–60
legal positivists and rationalists
138–9, 154, 158–9
precision, obligation, and delegation
152–3
soft law, role of 145–6
advantages 154–5, 161–3
and impact: custom, and
negotiation 150–51
as a residual category 153–4
clarity of obligations 152–3
leading to hard law 159–60
legal ‘credibility’ 151–2, 155–6
nudging, default rules and
restatements 147–8
system-wide changes 149–50
UNIDROIT and UNCITRAL 141
written agreements/parties
expectations 141–2
contract wording and outside
evidence 142–3
interpretation and contract
preface 143–5
obligation 153
parol evidence rule 143
see also good faith in franchise regulation
Hong Kong, attractiveness ranking 301, 304, 305–6, 312, 459
income generation social franchising 584
India 457–8, 472, 476, 563, 565, 569–70, 572
attractiveness ranking 303, 307, 313
statistics 499
institutional research see organization and organizational forms
intellectual property 368, 596–7
International Franchise Association (IFA) 2, 3, 12, 116, 145
international franchise literature classification 338–47
international franchising 295–309
‘born global’ 392
optimal market selection
2015 and 2011 rankings comparisons 304–6
2015 country attractiveness index 312–16
definition of successful expansion 297
key factors in decision-making 295–6
market selection: study methodology 298–300
market selection: study results 300–303
returns and risks 297–8
study aims and findings 296, 308–9
study overview 307–8
top 20 least attractive countries 302, 303
top 20 most attractive countries 301
Uppsala model 296–7
research into 338–47, 453–4
see also internationalization of franchise networks, extant research 317–33
internationalization of franchise networks, core themes 318
future research and integrative theory 333
country focus 331
deficits 332
electronic database of studies 317
empirical research 318
in governance structure 324–8
agency problems 327
case studies 328
contractual issues 326–7
environmental variables 325–6
franchising modes 324
geographic and cultural distances 327, 332
host country economic development 326
host country political environment 326
ownership and control 324–5, 327
resource-based 327, 332
size and age 325
pull factors 321–4
conducive franchise environment 324
emerging market economies 322–3
global surveys and index 321–2
macro-environmental model 323
regulation and risks 322–3
SMEs 322
push factors
firm-specific 319–21
competitive advantage 320
concept values/bonding 320
control/monitoring 320
dynamic capabilities framework 320
investment requirements 320
risk 319
size and age 319
transfering know-how 320
headquarters location-specific 321, 327–8
relational aspects 328–31
agency-related/contract enforcement 329–30, 332
cultural/resource factors 328–9, 332
entrepreneurial orientation 330–31
Index 615

power/control 330
stages 329
standardization and adaptation 330
study
aims and contribution 318–19
findings and future research 331–3
see also international franchising
Internet see e-commerce
Italy 182, 313, 483
Japan 274, 456, 459, 483, 495
franchises 361, 462, 519
ranking 301, 303, 304, 305–6
Journal of Business Venturing 4–5
Kentucky Fried Chicken (KFC) 1, 457, 458, 465, 466, 472, 513–14, 519, 521, 540
knowledge transfer 234–43
franchisor and franchisee integrated studies 237–9
future research 242–3
importance, to performance 235–6
local market knowledge 28, 308
replication or adaptation 240–41
research based on
information richness theory 239
knowledge-based theory 236–7
organizational life-cycle theory 240–41
resource-based theory 235–6
value co-creation 238
study contribution and future research 242–3
tacit knowledge measurement 236–7
transfer mechanisms 239–40
Laos 452, 459, 461
Latin America 482–507
demographic comparisons 503
development see Brazil; Mexico
further research 504–6
institutional, macro-economic and spatial determinants 500–504
environment comparisons 510–12
institutional determinants 502
macro-economic determinants 502–3
 spatial concentration 504, 513–14
macro-economic determinants 502–3
research into 482–92
law see e-commerce; hard law and soft law; good faith in franchise regulation; regulation leadership 54–61
m-commerce and liabilities 285–6
Malaysia 459, 463–4, 474
market attractiveness see international franchising and see individual countries’ names
market entry timing 377–92
cultural distance and economic development 391–2
environmental munificence 380, 382–4
as resource pool 392
influence result 388–9, 391–2
measurement 384–5
real options theory 379–83
research on 365, 377–8, 391
antecedents 380
‘born global’ phenomenon 392
statistics 387
study
data analysis 385–6
discussion and limitations 389–92
findings 387–9
focus 378–9
robustness analysis 386–7, 390
sample and data 384
variables 384–5
uncertainty 380, 381–2, 391
and industry entries 388, 392
measurement 385
see also international franchising
marketing see e-commerce; resale price maintenance
master international franchising
modes of control
area development franchising 355
classifications of power 219–21
concept of control 350–56
determinants 371
entry mode alternatives 324, 353
franchise modes and 353–4
franchisor/franchisee relationship 217–19
joint venture franchising 355–6

Frank Hoy, Rozenn Perrigot and Andrew Terry - 9781785364181
Downloaded from Elgar Online at 01/28/2019 01:27:48PM
via free access
single-unit franchising 354–5
table of 357
wholly owned subsidiary 354
related to
brand name asset 359–60, 369
business format standardization 30, 330, 360
complexity of the franchise
business format 359
cultural environment 365–6, 370
dynamic resources and
competence accumulation 361–2
economic environment 363–4, 369 ex ante bonding 368, 370
geographic distance 366, 370
institutional environment 364–5, 370
international strategy theory 356, 358
local market adaptation 25, 360–61
resource-based and organizational
capabilities theory 359
strategic orientation 356, 358, 369
transaction cost and agency
theory 362–3
transaction-specific investments 367, 370
research in 30, 348–50
use guidance 368–71
see also international franchising
McDonald’s 1, 94, 112, 122, 256–7,
258, 457, 467
growth 295
host countries 348, 349, 358, 361,
367, 458, 464, 465, 513, 519,
521
China 309, 469, 471, 472
cultural issues 473, 540
point of entry 381, 466
litigation 146
RPM and multi-unit franchisees
261–3, 270
statistics 258
Mexico 537
cultural environment 541
economy 538
franchise development, international
comparisons 513–14
franchises 496–7, 505, 540–41
sector-based allocation 498
institutional environment 510–12
legal environment 502, 538–40
literature on 484–6, 490, 491–2
outlets and brands comparisons 495
statistics 483, 493–5, 497–501, 503
attractiveness ranking 301, 312
study on entrepreneur-franchisor see
entrepreneur-franchisor
micro-franchising 561–3, 583–5
Model of Franchise System
Development 37–8
multi-unit franchising 94–114
advantages: study findings 98–111
capital raising advantage 102–3
economies of scale 103–6
incentive structures 108–111
law of averages 98–9
margin pressure 100–101
operational excellence 106–8
changing nature of franchising 94–5
study
aims and contribution 111–12
limitations and future research
112–14
methodology and data 97
overview 6–7
Myanmar 459, 461, 462
New Zealand 37–8, 170, 174, 179, 212,
313
litigation 180–81
Nigeria 314, 515, 517, 519
not-for-profit franchising see social
franchising
obligation of good faith see good faith
in franchise regulation
open source franchising 584
Organisation for Economic Co-
operation and Development
(OECD) 469
organization and organizational forms
extant research 44
dual distribution structures 69–73,
79–80
internationalization related 324–8
interpersonal communication
216–17
knowledge transfer 235–41
performance 397–8
leadership 54–61
outlet level 400–403, 409
survival and satisfaction 404–9
'plural form' 69–73, 79–8
psychological empowerment 56–7
resource-based 36, 327–8, 332
retail network organizational forms 415, 418–23
dual distribution 424–6
systems theory 588–9
uniformity and control 18–19, 59, 60, 303
financial performance see retail network organizational forms
systems theory 588–9

People’s Republic of China see China
performance in franchising networks 397–411
as financial or accounting result 398–403
network level 400–403, 424–8
unit level 399–400
non-financial variables 404–9
satisfaction 58–9, 407–9
survival versus failure 403–7
study perspective and future research 410–11
see also retail network organizational forms
Philippines 313, 459, 464–5
plural form see dual distribution structures
Positive Organizational Behaviour (POB) 44
power 161, 217–21, 250, 330
imbalance see good faith in franchise regulation
pricing restrictions see resale price maintenance
psychological empowerment 56–7

regulation
agency-related control mechanisms 329
country specific
Africa 523–4, 531–2
Australia see Australia

Egypt 314, 322, 340, 499, 515–16, 532
Southeast Asia 182
UK see United Kingdom
US see United States of America
e-commerce see e-commerce
good faith see good faith in franchise regulation
hard law and soft law see hard law and soft law
intellectual property 596–7
revenue sharing see fee structure of franchise contract
trust see franchisee trust
resale price maintenance 249–71
customer search characteristics 254–6
Leegin Creative v. PSKS, Inc. 249–50
history behind 267–9
implications from 269–70
retailers with margin requirements 251–4
study: franchisor dependence on independent firms 256–69
Bavarian Motor Works, BMW 257–61
Big O Tires and Bridgestone 263–6
data 256–7
Leegin Creative Leather 267–9
McDonald’s 261–3
study: limitations/future research 270–71
see also franchisor-franchisee relationships
research studies 94
agency theory 22, 72, 119, 214, 404, 406, 542, 552
and multi-unit franchising 94–5, 111
in business/business format 76–7, 537
uniformity/standardization 18–19, 51–2, 360
in consumer characteristics 255–6
country specific 321–2, 483
Africa 516–18
Australia 349
Brazil 483–4, 486–91
Canada 23
China 457–8
Egypt 322
France 429–39
Latin America 322, 482–92
New Zealand 37–8, 400
Nigeria 517
Russia 323
Saudi Arabia 323
Southeast Asia 454
United Kingdom 586
Vietnam 323
electronic database sources to 317
empirical literature survey 483
in entrepreneurship 34, 544–5
empirical studies 22–7
entrepreneurial tensions 18–30
in family firms 35
models applicable to 36–43, 44–5
in franchisor/franchisee relationships 211–29
‘franchising leads’/‘franchising follows’ 500, 502
empirical data 483
franchisee trust 193–203
stages of conflict 225–7
in international franchising 453–4
classification of 338–47
entry mode/timing 365, 377–8, 380, 391
franchise systems 328–31
returns and risks 297–8
Uppsala model 296–7
see also internationalization of franchise networks
in marketing
e-commerce 273–4
encroachment 279–82
m-commerce 285–6
website issues 282–5
in multi-unit franchising 95–6
in organization 44
dual distribution structures 69–73, 79–80
internationalization related 324–8
interpersonal communication 216–17
knowledge transfer 235–41
leadership 54–61
performance 397–8
outlet level 400–403, 409
survival and satisfaction 404–9
‘plural form’ 69–73, 79–8
psychological empowerment 56–7
resource-based 36, 327–8, 332
retail network organizational forms 415, 418–23
dual distribution 424–6
uniformity and control 18–19, 59, 60, 303
in regulation 129
e-commerce 279–83, 284–5
franchisee trust 193–203
‘good cause’ 138–42
good faith 169–72
royalty rates and franchise fees 117, 118–22, 129
seminal publications 3–5
in social franchising 560–63
conceptual theories 585–7
holism 587–8
research precedent 586
system-level approaches 588–9
theory development 585–6
theoretical foundation of franchising 542–3
subjective personal introspection 543–4, 553
see also franchising
resource-based view (RBV) 36
resource constraint 541–2, 552
resource scarcity 21, 72, 575
retail network organizational forms 415–42
company-owned and franchised units 417, 420–22
exploration–exploitation–ambidexterity perspective 418–19, 441
dual forms and financial performance 424–7
threefold forms and financial performance 427–8
managerial perspective 440–42
retail and consumer cooperatives 50
shop-in-shop 417, 419, 421–3
stores/spaces 416
study limitations and future research 442
study methodology
control variables 432–3
data, sampling and data analysis 429, 433
dependent variable 431–2
hypotheses 424–8
independent variable 429–31
objective and contribution 417
overview 6, 439–42
study results 433–9
see also dual distribution structures;
performance in franchising networks
retail price maintenance see resale price maintenance (RPM)
revenue see fee structure of franchise contract
Romania 182
royalty rates 118–22, 253–4, 264, 270, 368
Russia 323
Saudi Arabia 323
Singapore 301, 305–6, 312, 459, 460
social franchising 559–74, 578–98
applicability
advantages/risks 566–8
fractional franchising 570–71
franchisee and franchisor 571–2
legal requirements 574
marketing 572–3
pricing and fees 569–70
replication stages 568–9
sustainability: monitoring/evaluation 573–4
business format franchising
 differences 575, 579–80, 596, 603–7
definition 560, 580–82
emergence 559–60
elements of 530, 563–5
implications to practitioners 592–7
funding and business support 595–6
future research questions 598
intellectual property 596–7
key elements in success 593
main actors 593
social franchise stages 592–3
start-up and scaling-up 595
successful and failed models 594–5
micro-franchising 561–3, 583–5
overview 597–8
future research 574–5
players/practitioners 565–6
social enterprise and 561
social entrepreneurship and social innovation 579–80
type development and extant research 575, 585–6
conceptual theories 586–7
defining social franchising 560–63
holism/collaboration 587–8
social network theory 588–9
SoFraM – Social Franchise Model 589–91, 597
systems, networks, institutions 588–9
typologies 584
social innovation model 579
social network theory 588–9
socialised conversion franchising 584
South Africa 516–18, 519, 526, 529–30, 532, 574
accelerator program 574, 575
Competition Act 523–4
Consumer Protection Act 523
Franchise Association of South Africa (FASA) 520, 522–3
franchises 520–22, 563
international expansion 522
International Franchise Expo 523
statistics 313, 499
see also Africa
South Korea 74–5, 81, 82–3, 85–7, 182, 459
attractiveness ranking 301, 304, 305–6, 312
Southeast Asia 451–77
attractiveness for franchise systems 452–3
franchise numbers (2013) 451
franchising development in Asia 456–8
franchising development in
Southeast Asia 458–67
Brunei 460–61
Cambodia 461
Indonesia 462–3
Laos 461
Malaysia 463–4
Myanmar 462
Philippines 464–5
Singapore 460
Thailand 465
Vietnam 465–6
future prospects 475–7
projected economy 451
infrastructure for development of 467–75
commercial infrastructure 470–72
economic environment 468–9
institutional frameworks 473–5
legal and regulatory framework 461, 469–70
political system 467–8, 474
socio-cultural norms 472–3
legal systems 182
research suggestions 476–7
role and significance 455–6
Trans-Pacific Partnership Agreement (TPP) 475
start-up 595
studies, extant see research studies
Sweden, attractiveness ranking 301, 304, 306, 312
systems theory 588–9
Taiwan, attractiveness ranking 301, 303, 304–6, 307, 312, 459
Thailand 313, 459, 465, 470
Trans-Pacific Partnership Agreement (TPP) 475
trust see franchisee trust
Turkey 313, 441, 499

United Kingdom
attractiveness ranking 301, 305–6, 307
Business Insider UK 515

franchises 441, 583, 586, 594–5
Aspire, Whole Food Planet, Law for All 594–5
Green Works 594
micro-franchising 583–5
regulation 174, 175–6, 178, 181–2
research analysis 586
United States of America 2, 392
franchises 27, 295, 328–9, 415, 424
Big O Tires 263–6
BMW 256, 257–61
Bridgestone 256–7, 258, 263, 265–6
Brighton 258, 267–9
KFC see Kentucky Fried Chicken
legal disputes 141, 146, 149–50, 156–7, 159, 249
McDonald’s see McDonald’s numbers (2015) 116
output (2016) 2
market entry see market entry timing
regulation 141, 142, 148–50, 329–40
Federal Trade Commission 151, 154, 156, 162
Franchise Investment Protection Act (Washington) 146
good faith 174, 175–6, 178–9, 182–3
Leegin decision 249, 267–9
resale price maintenance see resale price maintenance
retail ownership, different types 258
Vietnam 219, 229, 313, 323, 465–6, 467, 470, 572–3

World Bank’s Global Economic Prospects 515
World Franchise Council 2, 474