

---

# 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

- 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, 305–6, 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
- company-owned and franchised stores 416
- control 57, 59, 324–8, 330
- cooperatives 50
- 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
- emerging markets *see* Africa,
  - entrepreneur-franchisor case study; Latin America, Southeast Asia
- empirical research, extant 22–7, 318
  - survey of literature 483
- 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
  - Commission Regulation (EU) No. 330/2010 274, 275, 284
  - 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 (2016–2017)* 459–60
- 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 147
  - 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; market entry timing; master international franchising
- International Society of Franchising (ISoF) 3
- internationalization of franchise networks, extant research 317–33
  - 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
      - transferring 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

- 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, 467, 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

- 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
- 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
- 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
  - consumer 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 businesss/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
  - examples 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
- theory 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