
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 businesses/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