

RECENT EVIDENCES- SIGNIFICANCE OF FRANCHISING TO BUSINESS GROWTH AND EXPANSION

Vinod Chawla

Research Scholar JNU Campus, Jawaharlal Nehru University, Delhi, INDIA.

ABSTRACT

Franchising has increased much prevalence in present day business environment throughout the years, as a result of its accomplishment in adding to business development and extension all inclusive which is the essential point of this examination. This can be seen from the point of view of the franchisee and franchisor separately.

KEYWORDS: Franchising Management, Business Planning, Marketing, Growth, Corporate Sustainability

INTRODUCTION

Sherman (2003) recognizes the development of a business by means of business-configuration franchising in the United States. He looks after that "The capacity to acquire working efficiencies and economies of scale are among the explanations behind franchising and one of the key segments of a mindful franchising technique is a demonstrated kind of area that will serve as a premise for a franchising method", (p.411).

In the course of recent decades, franchising has developed as a mainstream extension methodology for a mixed bag of item and administration organizations. Sherman,(2003), focuses to the significance of franchising, he expresses that "late worldwide establishment affiliation (IFA) measurements exhibits that retail deals from franchised outlets contain about half of all retail deals in the U.S, evaluated at more than \$900 billion and utilizing in the

range of nine million individuals in 2000". (p.411)

Additionally in his perspective, Sherman,(2003,p 411), focuses out to what has made franchising so well known in the U.S. furthermore, all inclusive as a business advancement and extension system, from the franchisors perspective, franchising speaks to a proficient technique for quick market infiltration and item dissemination, without the run of the mill capital expenses connected with inside expansion. On the other hand, from the franchisees point of view, franchising is viewed as a strategy for owning a business yet with a less serious possibility of disappointment because of the starting and progressing preparing and bolster administrations offered by the franchisor.

As indicated by Shay (2009, p.6) "franchising is the way to Global Economic Recovery and that establishment organizations speak to a portion of the world's best brands". He went ahead to

clarify the rate at which establishment business are growing universally.

"Establishment organizations around the globe have seen enduring development in the previous decade especially in most rising economies, and all the more regularly International Franchise Association individuals are looking at abroad extension as an imperative approach to differentiate their portfolios". (p.6)

HSBC (2009, p.1), distinguished a few reasons why business visionaries (franchisee) will be willing to receive franchising as a key business alternative as opposed to setting up claimed business and the parts of franchising to business development and extension including, Proven Format, the franchisee appreciate the upsides of a set up business, for example, an attempted and tried item/administration, set of set up operational rules et cetera, exchange name, especially where an establishment operation is settled, clients will be commonplace and OK with the item or administration that are been offered, preparing and backing, the franchisee is prepared in all parts of the operation including item information, client administration principles, VAT returns, and any lawful matters, for example, wellbeing and security, publicizing and limited time backing, embraced by the franchisor both by regional standards and broadly, mass buy and arranging Power, where the buy typically originate from the franchisor, where huge markdown may be arranged.

Aboud (2009) likewise recognizes the significance of franchising in business advancement internationally. He said that "Franchising is a business arrange that has no limits to achievement, anybody from any stroll of life can turn into a business person and go into a beneficial business endeavor and the model is in a perfect world suited to little and medium-sized undertakings. It energizes little business development in every possible business division and is an incredible impetus for

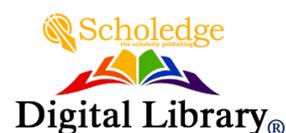
employment creation, aptitudes preparing and riches creation", (Aboud, 2009).

In their perspectives, Shook & Shook (2008, p.56), additionally demonstrated franchising is a little business advancement and a reasonable development technique for little firms. It is both a method for raising capital for little association's advancement and of saddling inspiration and responsibility. As a rule the issues experienced by franchisors are not establishment particular and a large number of the issues connected with little firm development remain.

Norman, (2006, p.3) clarifies that as franchising has developed and succeeded for a huge number of organizations, thousands more have investigated this street for development all inclusive. She additionally recognizes a few attributes of a business where franchising can be viewed as development vehicle. The business needs to demonstrate its idea with a fruitful, beneficial model store and office, the business must have frameworks for doing each part of the business, the business must be fit for being recreated in different markets, and the business ought to have an unmistakable specialty and brand to separate it from contenders. (Norman, 2006, p.3)

At last, Aboud (2009), finishes up "that little business that join an establishment, appreciate moment perceivability in the business sector, better brand acknowledgment, pooling of promoting and showcasing assets and ability to help enhance the business operations and frameworks, in this way instead of re-concocting the wheel, they can ride on the accomplishment of the franchisor".

THE SOCIO-ECONOMIC IMPACT OF FRANCHISING ON THE ECONOMY



© Scholedge Publishing Inc.

A peer reviewed and refereed international journal sponsored by [Scholedge Scholarly Review Practices Committee](#) and published by [Scholedge Publishing Inc.](#) The journal is hosted in [Scholedge Digital Library®](#).

Aboud, (2009), tosses all the more light on the financial effect by reasoning that "franchising is without uncertainty, the response to unemployment and has turned out to be the employment inventor without bounds", and throughout the years, franchising has indicated striking qualities in weathering the monetary good and bad times and even notwithstanding the late worldwide log jam, the establishment segments has stayed perky and a critical worldwide power, (Aboud, 2009). The effect of franchising on the financial development has increased much ubiquity by creators and this impact in many examples has dependably been sure. Case in point, to clarify the effects of franchising on the financial improvement, Kotler & Keller (2006, p508), showed that "franchising records for more than \$1 trillion of yearly U.S deals and about 33% of all retail exchanges". They went further to expresses that more than 320,000 little organizations are establishments; utilizing one in every 16 specialists in the U.S. Franchising gives work to more than 9 million Americans. This is the situation in the U.K and most EU nations and different parts of the world where franchising is progressively creating. As indicated by a study led by PriceWaterhouseCoopers in the U.S, there were 767,483 foundations in establishment frameworks in the United States In 2001 which gave 9,797,117 immediate occupations. (Teixeira, 2005, p19) Franchising assumes a critical part in giving occupation to people without an advanced education or specific aptitudes. It additionally gives first-time work seekers with a passage into the business world and gives the jobless people a chance to supplement their tote. (Shook & Shook, 1993, p258).

Because of worldwide financial downturn (economic retreat), for case in the United Kingdom, where most associations were setting out on mass conservations, there has been prominent job recorded in McDonalds eateries and most retail segment in the economy, this as indicated by record has helped people out

of occupation in returning to employment. (Sky News, April, 2009). In his article, Shay (2009,) repeated that "franchising industry can make occupations, and build the nature of products and administrations to enhance the personal satisfaction on a quicker calendar". (p.6)

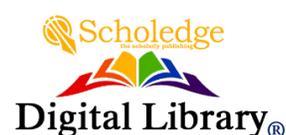
This figure had dependably been expand yearly and this is the situation all inclusive. Since franchising is a business arrange that has no hindrances and no limits to achievement, anybody from any stroll of life can turn into a fruitful business person and go into a gainful business wander.

Additionally, the retreat has contributed emphatically to retail franchising all around, as a result of the diminishment in people (customer's) extra cash, subsequently clients now settle on low evaluated and modest sustenance universally. Case in point, McDonald's reported deals increment in the year finished 2008 notwithstanding the financial flimsiness.

In the last organization money related income distribution for the year finished 2008, the organization recorded incomes has expanded to \$23,522.4 million, an increment of 3.2% more than 2007. For FY2008, the US, the organization's biggest geographic business, represented 34.3% of the aggregate incomes. The organization recognizes every portions based upon topographical locales of operations. The organization produces incomes through four business fragments: Europe (42.2% of the aggregate incomes FY2008), the US (34.3%), APMEA (18.0%), and different nations and corporate (5.5%), (McDonalds Corporation Company profile, (Data screen) June 2009, p.16)

INCOMES BY GEOGRAPHIC BUSINESS SEGMENTS

Europe represented 42.2% of the aggregate incomes in FY2008. Incomes from Europe came



© Scholedge Publishing Inc.

A peer reviewed and refereed international journal sponsored by [Scholedge Scholarly Review Practices Committee](#) and published by [Scholedge Publishing Inc.](#) The journal is hosted in [Scholedge Digital Library®](#).

to \$9,922.9 million in 2008, an increment of 11.2% more than 2007.

The US, McDonald's biggest land business, represented 34.3% of the aggregate incomes in FY2008. Incomes from the US came to \$8,078.3 million in 2008, an increment of 2.2% more than 2007. APMEA represented 18% of the aggregate incomes in FY2008. Incomes from APMEA came to \$4,230.8 million in 2008, an increment of 17.6% more than 2007. Different nations and Corporate represented 5.5% of the aggregate incomes in FY2008. Incomes from different nations and corporate came to \$1,290.4 million in 2008, an abatement of 45.2% contrasted with 2007. (McDonalds Corporation Company profile, (Data screen) June 2009, p.16)

The above investigation has demonstrated proof of the expanded deals and accomplishment in franchising at McDonalds regardless of the retreat, particularly in the European nations, in this way supporting the commitment of franchising to the monetary development and security of the operation's nation's economy.

McDonald's contribution in group speculation projects concentrate on instruction, wellbeing, fighting neediness, philanthropy sponsorship and so on, which differs as indicated by neighborhood needs far and wide. For example, in the U.K, McDonalds has been supporting grassroots group football by supporting 4500 neighborhood clubs, preparing mentors, supporting the F.A group shield football and sponsorship of the Ronald McDonalds House of Charities in backing of the families in the clinics and destitute people et cetera.

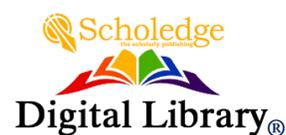
In view of the ubiquity in franchising these days, business people likes to receive franchising as a result of less dangers included as opposed to setting out on individual business set up, and as indicated by the written works and perceptions, the biggest establishment divisions are spoken to inside of the friendliness business (nourishment,

eateries, and cabin segments). Hoy& Stanworth (2003), additionally argued that "Business arrangement franchising has been the essential driver of the uncommon development experienced in the eatery, lodging and entertainment areas of the friendliness business".

Aboud, (2009), keeps up that franchising has yielded uncommon results all around. Case in point in the United States, which drives the field in franchising accomplishment, around half of all retail business is led by franchised systems. The U.S establishment industry has over \$1.5 trillion in deals every year, while 80% of private organizations will in the end come up short, under 5% of the countries establishments come up short yearly. He focused on further, that with more than 760,000 franchised organizations, another establishment opens some place in the U.S in at regular intervals, utilizing around 9.7 million individuals.

Aboud(2009), additionally investigates other economy outside the U.S that is truly doing admirably with franchising division, he demonstrated that, Canada is another economy that is doing extraordinary with the impact of franchising organizations, with 45% of its retail business in establishment segment, Australia has 26%, far east nations(Taiwan, Japan) with 12-13% figure. As franchising now getting to be soaked in the created world, the developing markets including Far East, South America, Eastern Europe, Caribbean, and Africa is currently getting to be rich justification for franchising to flourish. South Africa is right now representing an expected 7% of franchised organizations in its economy, despite the fact that it falls behind most nations, the economy demonstrates that the potential for development is boundless in Africa, (Aboud, 2009).

Throughout the years, the created countries have demonstrated that franchising assumes a crucial part in the monetary development and advancement of most nations, this accordingly,



© Scholedge Publishing Inc.

A peer reviewed and refereed international journal sponsored by [Scholedge Scholarly Review Practices Committee](#) and published by [Scholedge Publishing Inc.](#) The journal is hosted in [Scholedge Digital Library®](#).

should be stretched out to the new developing markets and new regions all around keeping in mind the end goal to maintain development and expanded turnover. Developing markets subsequently assume a basic part in the worldwide extension of franchising, albeit confronting some social issues, regardless of this adding to the monetary advancement.

The establishment business exercises have added liveliness to the neighborhood business scene of most worldwide economies and their solid personality and high business productivity have prodded numerous nearby business people to embrace franchising as a key business alternative, in this way adding to the business and monetary development. He in this manner infers that with franchising, business people get entrance to a demonstrated plan of action and still appreciate the adaptability and opportunity of being their own supervisor. What's more, that "effective franchisors and franchisees have it all worked out". (Aboud, 2009). Aboud(2009), referred to Trinidad and Tobago, and most creating economies are currently recording high effect of franchised business, with KFC, Papa John's, Subway, Burger King, Beni Hanna, Ruby Tuesdays, Dominos, Church's Chicken thus on now specking the business scene of Trinidad and Tobago.

Franchising assumes a critical part in giving livelihood to people without an advanced education or particular abilities. It additionally gives first-time work seekers with a section into the business world and furnishes the elderly with a chance to supplement their retirement advantages, and jobless people with a chance to supplement their satchel. (Shook & Shook, 1993, p258).

At last, Shay, (2009), presumes that "worldwide development of business arrangement franchising is not just essential for the proceeded with development of the franchising

business and the specific part, yet it is a critical segment of financial recuperation all inclusive".

FRANCHISING AS A STRATEGIC AND MUTUAL RELATIONSHIP (FRANCHISEE-FRANCHISOR RELATIONSHIP)

Solid Relationship is the key variable of any effective business who receives franchising as a business alternative. This relationship is viewed as vital and shared between both sides, and the terms and conditions guarantees both sides going into a contractual association with one another, and its delegated the key fruitful business development which is generally long haul.

As per Kotler &Keller, (2006, p.508) "Franchising is commonly gainful to both the franchisor and the franchisee", and the relationship has been a noteworthy development and achievement in most establishment business all around.

Kotler &Keller, (2006, p.508), clarified a portion of the significance of shared relationship in any franchised business, and anxiety that among the advantages harvested by franchisors incorporates the inspiration and diligent work of representatives who are business people instead of "employed hands", the franchisees nature with nearby groups and conditions, and the tremendous acquiring force of the franchisor, furthermore, franchisees profits by getting tied up with a business with a no doubt understood and acknowledged brand name. They discover it less demanding to obtain cash from money related foundations, and get bolster in zones extending from promoting and publicizing to site determination and staffing et cetera.

Despite the fact that, franchisee do walk a line between been autonomous and faithful to the franchisor, however the freedom can permit more adaptability. In many occasions, keeping up a genial franchisor-franchisee relationship

assume a noteworthy part in establishment framework (business) development and achievement.

Aboud,(2009), clarifies the idea of "feasible franchising", as a feature of keeping up the relationship existing between the two included gatherings(the franchisee and the franchisor).

"Keeping the end goal to guarantee that the establishment idea is economical over the long haul, franchisors ought to outline and add to the plan of action in light of the end at the top of the priority list, which is go for the territorial and worldwide business, not simply the residential business. He showed that having the end as a main priority will guarantee that the frameworks put set up can be promptly upscaled as the business grows".

As a major aspect of the shared relationship, franchisors give compelling backing in mass obtaining, deals advancement, business administration frameworks, promoting (counting national), preparing et cetera, to franchisees, as this is prove in McDonald's eateries franchising comprehensively.

Sherman (2003, p.419), additionally tosses all the more light on the significance of the key relationship in franchising. He said that when a business visionary consider franchising as a development system, its generally imperative to recall franchising is about the foundation and continuation of key connections. Both sides are relying upon one another for achievement, purposely and intentionally concurring on a long haul relationship. Franchising for this situation, guarantees both sides settling on an intentional and two-sided choice to make a commonly advantageous relationship, with the point of nearing and cooperating for one another's advantage. Over the long haul, if the gatherings are to stay conferred with one another, then they both must regard each other, stay faithful and every day scan for approaches to reinforce their

bond. By and large, it has been watched that most franchising connections wind up with the fancied point and destinations of meeting up.

A decent relationship between both sides is recognized as been discriminating for the achievement of the entire framework. Beshel (2001) infers that "since franchising builds up a business relationship for a considerable length of time, the establishment must be precisely manufactured by having clear comprehension of the entire franchising framework, along these lines, there should be an in number assention between both sides" (p.7).

Likewise, there has been expansion of the relationship to different franchising controlled bodies by regional standards and all around like the International Franchising Associations (IFA), the British franchising affiliation (BFA), and different nearby franchising bodies.

Shay (2009,p6), focused on that in helping individuals take in the essentials of establishment laws in remote markets, the business sector capability of specific nations, and the activities expected to extend abroad and enhancing the current markets, IFA has a few instructive occasions, classes for its enlisted individuals. What's more, then again, advance franchising as a demonstrated system for monetary improvement, IFA likewise takes an interest in numerous establishment pieces and gatherings all around. An illustration of this was the late franchising course held in Birmingham, in November, 2009 composed by the British Franchising Association (BFA) where individuals visit IFA stand to make inquiries and make enquiries. This advances an extremely solid tie between the IFA and distinctive franchisees and franchisors from diverse segments all around.

SURVEYING RISK IN BUSINESS
FRANCHISING

Franchising is broadly seen as a plan of action and technique. The reliable developments in the ideas over the previous years have confirmation generous that it can experience its suggested guarantee. In any case, this does not imply that each business endeavor named an establishment is consequently effective. (Cross, 2008 p.10).

As per Murray (2006), "Franchising has the ability to guide new business people into the universe of business", (p.34). He keeps up that the achievement of any establishment framework relies on upon the accompanying: the establishment must be based on strong establishments, the nature of the business mode must be blameless, the system's bolster base must be completely created, and the franchisee must be ready and ready to take after the plan of action.

Regardless of its prosperity as a universal section, promoting, business development and extension procedure, franchising is not without its issues/dangers, and "like all venture choices, there are business dangers included in franchising". (Aboud, 2009).

The dangers in franchising are typically connected with both sides, despite the fact that the level of danger taken changes, where by and large the dangers confronted by franchisors are not noticeable when contrasted with that of the franchisees and in this way franchising is considered as "danger taken business alternative". The franchisee is for the most part seen as the daring individual, where the franchisor just confronts less dangers in the entire relationship, similar to the case with most McDonalds franchising.

Slope & Jones (2008, p.15), distinguishes some of these dangers confronted by business people (franchisees) in receiving franchising. The eminence must be paid regardless of the fact that a misfortune is brought about which is frequently a rate of the gross deals. The

franchisor has the ability to withdraw/crossed out the assentment if a few procurements are not met. Oversaturation could happen if an excess of franchisees are situated in one topographical district. Because of exuberant offering by some franchisors, franchisees potential salary obliged administrative capacity, and speculation may be inaccurately expressed. The franchisees may be bolted into contracts obliging buys from the franchisors or certain merchants, for instance this is the situation with most McDonald's franchisees around the world.

HSBC (2009, p.3), additionally recognized some conceivable dangers confronted by franchisees including, debasement of exchange name, for instance a far reaching episode of nourishment harming is followed back to one of the outlets of a no doubt understood establishment, if this increases media consideration, the specific outlet and every single different franchis may endure in like manner, disappointment of the franchisor may mean inability to the entire franchisees under the franchisor, this could make a noteworthy issue for the entire business, absence of Independence, etc.

THE FRANCHISE AGREEMENT

Beshel (2001), p.1 depicts franchising as the understanding or permit between two lawfully autonomous gatherings which gives:

- A man or gathering of individuals (franchisee) the privilege to market an item or administration utilizing the exchange stamp or exchange name of another business (franchisor).
- The franchisee the privilege to market an item or administrations utilizing the working techniques for the franchisor.
- The franchisor the commitment to give rights and backing to franchisees.

An establishment assentment is an agreement between two (legitimate) firms, the franchisor and the franchisee. (Rubin, 1978 p.224 in Stanworth &Hoy, 2003, p.22). It is the legitimate composed records that oversees the relationship and indicates the terms of the establishment buy and the assentment additionally appreciates a "chilling" period.

A decent relationship between both sides is recognized as been basic for the accomplishment of the entire framework as distinguished by Beshel (2001, p.7), that since franchising sets up a business relationship for quite a long time, the establishment must be deliberately constructed by having clear comprehension of the entire franchising framework. Thusly there must be an in number understanding between both sides.

Beshel (2001, p.3), distinguished two sorts of the understanding. The single unit and the multi-unit establishment assentment. She clarifies further, two courses in which the multi-unit establishment assentment can be accomplished in any relationship. These incorporate through a region advancement and an expert franchising understanding.

The establishment understanding more often than not contains informations on the establishment frameworks, including the trademarks and items, the domain, rights and the commitments of both sides, techniques, preparing, help, publicizing, terms of the establishment, installments course of action, and the end as well as the privilege to exchange the establishment. (Beshel, 2001) p. 8.

At last, Morrison, (1996) in Hoy &Stanworth, (2003, p.198) expressed that " keeping up an amicable franchisor-franchisee relationship is a noteworthy determinant of establishment framework development and achievement, while Justis et al(1993) in Hoy &Stanworth, (2003, p.198) contends that this is a standout amongst

the most troublesome and baffling difficulties in franchising.

THE CONCEPT OF PROPRIETARY ADVANTAGE

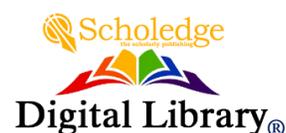
Business people consider growing their business scope when they have the chance to do as such. Hymer (1976) in Shane (1996, p.76) contended that organizations grow in light of the fact that they have a restrictive point of preference that makes them ready to outcompete neighborhood business visionaries. By and large, franchising to franchisor can be viewed as a sample of restrictive point of interest, where the business framework is one of a kind to the franchisor (Calvet, (1981) in Shane (1996 p, 76).

Exclusive point of preference is a key idea in any business utilizing franchising model as an extension methodology. Most organizations with restrictive point of interest have the chance to grow quick both by regional standards and abroad, the favorable position gets to be helpful in outside business sectors at almost no peripheral cost over the expense of adding to the point of preference in the residential market.(Caves,(1971) in Shane (1996 p.76).

Case in point, McDonalds Corporation utilizes this idea as a part of their business establishment arranges all inclusive with the demonstrated organization framework and other operational systems one of a kind to the organization.

CONCLUSION

The significance and effect of franchising in financial development and advancement all around is imperative and it has contributed gigantically to the energy of numerous economies universally since its origin. A portion



© Scholedge Publishing Inc.

A peer reviewed and refereed international journal sponsored by [Scholedge Scholarly Review Practices Committee](#) and published by [Scholedge Publishing Inc.](#) The journal is hosted in [Scholedge Digital Library®](#).

of the effects incorporates the capital stream because of the franchising exercises in the economy, assessment paid to government through franchising exercises, the exchange exercises, vocation era, et cetera.

REFERENCES

Achrol, R. S. And Etzel, M. J., 2003, The Structure Of Reseller Goals And Performance In Marketing Channels, *Journal Of The Academy Of Marketing Science* 31, 146 – 163.

Alon, I., 2001, The Use Of Franchising By US-Based Retailers. *Journal Of Small Business Management* 39, 111 – 122.

Azoulay, P. And Shane, S. A., 2001, Entrepreneurs, Contracts And The Failure Of Young Firms, *Management Science* 47, 337 – 358.

Bates, T., 1998, Survival Patterns Among Newcomers To Franchising. *Journal Of Business Venturing* 13, 113 – 130.

Baucus, D. A., Baucus, M. S. And Human, S. E., 1996, Consensus In Franchise Organizations: A Cooperative Arrangement Among Entrepreneurs, *Journal Of Business Venturing* 11, 359 – 378.

Bradach, J. L., 1997, Using The Plural Form In The Management Of Restaurant Chains. *Administrative Science Quarterly* 42, 276 – 303.

Brickley, J. A., 1999, Incentive Conflicts And Contractual Restraints: Evidence From Franchising, *Journal Of Law & Economics* 42, 745 – 774.

Brickley, J. A., 2002, Royalty Rates And Upfront Fees In Share Contracts: Evidence From Franchising, *Journal Of Law, Economics And Organization* 18, 511 – 535.

Clarkin, J. E. And Rosa, P. J., 2005, Entrepreneurial Teams Within Franchise Systems, *International Small Business Journal* 23, 303 – 334.

Cochet, O., Dormann, J. And Ehrmann, T., 2008, Capitalizing On Franchisee Autonomy: Relational Forms Of Governance As Controls In Idiosyncratic Franchise Dyads, *Journal Of Small Business Management* 46, 50 – 72.

Cochet, O. And Garg, V. K., 2008, How Do Franchise Contracts Evolve? A Study Of Three German Smes, *Journal Of Small Business Management* 46, 134 – 151.

Dunning, J. H., 2000, The Eclectic Paradigm As An Envelope For Economic And Business Theories Of MNE Activity, *International Business Review* 9, 163 – 190.

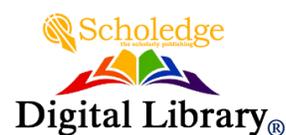
Eisenhardt, K. M., 1989, Building Theories From Case Study Research, *Academy Of Management Review* 14, 532 – 550.

Elango, B. And Fried, V. H., 1997, Franchising Research: A Literature Review And Synthesis, *Journal Of Small Business Management* 35, 68 – 81.

Erramilli, M. K., Agarwal, S. And Dev, C. S., 2002, Choice Between Non-Equity Entry Modes: An Organizational Capability Perspective, *Journal Of International Business Studies* 33, 223 – 242.

Grünhagen, M. And Mittelstaedt, R. A., 2005, Entrepreneurs Or Investors: Do Multi-Unit Franchisees Have Different Philosophical Orientations?, *Journal Of Small Business Management* 43, 207 – 225.

Hoffman, R. C. And Preble, J. F., 2003, Convert To Compete: Competitive Advantage Through Conversion Franchising, *Journal Of Small Business Management* 41, 187 – 204.



© Scholedge Publishing Inc.

A peer reviewed and refereed international journal sponsored by [Scholedge Scholarly Review Practices Committee](#) and published by [Scholedge Publishing Inc.](#) The journal is hosted in [Scholedge Digital Library®](#).

Hofstede, G., 1980, Culture's Consequences: International Differences In Work-Related Values (Sage, Beverly Hills).

Kaufmann, P. J. And Eroglu, S., 1998, Standardization And Adaptation In Business Format Franchising, Journal Of Business Venturing 14, 69 – 85.

Kidwell, R. E., Nygaard, A. And Silkoset, R., 2007, Antecedents And Effects Of Freeriding In The Franchisor-Franchisee Relationship, Journal Of Business Venturing 22, 522 – 544.

Lafontaine, F., 1999, Franchising Versus Corporate Ownership: The Effect On Price Dispersion, Journal Of Business Venturing 14, 17 – 34.

Lafontaine, F. And Shaw, K. L., 1998, Franchisor Growth And Franchisor Entry And Exit In The US Market: Myth And Reality, Journal Of Business Venturing 13, 95 – 112.

Lafontaine, F. And Shaw, K. L., 1999, The Dynamics Of Franchise Contracting: Evidence From Panel Data, Journal Of Political Economy 107, 1041 – 1080.

Shane, S. A., 1998a, Explaining The Distribution Of Franchised And Company-Owned Outlets In Franchise Systems, Journal Of Management 24, 717 – 739.

Shane, S. A., 1998b, Research Notes And Communications: Making New Franchise Systems Work, Strategic Management Journal 19, 697 – 707.

Shane, S. A., 2001, Organizational Incentives And Organizational Mortality, Organization Science 12, 136 – 160.

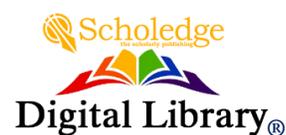
Shane, S. A. And Foo, M. D., 1999, New Firm Survival: Institutional Explanations For New Franchisor Mortality, Management Science 45, 142 – 159.

Shane, S., Shankar, V. And Aravindakshan, A., 2006, The Effects Of New Franchisor Partnering Strategies On Franchise System Size, Management Science 52, 773 – 787.

Shelanski, H. A. And Klein, P. G., 1995, Empirical Research In Transaction Cost Economics: A Review And Assessment, Journal Of Law, Economics And Organization 11, 335 – 361.

Wu, L., 1998, The Pricing Of A Brand Name Product: Franchising In The Motel Services Industry, Journal Of Business Venturing 14, 87 – 102.

Yin, X. And Zajac, E. J., 2004, The Strategy/Governance Structure Fit Relationship: Theory And Evidence In Franchising Arrangements, Strategic Management Journal 25, 365 – 383.



© Scholedge Publishing Inc.

A peer reviewed and refereed international journal sponsored by [Scholedge Scholarly Review Practices Committee](#) and published by [Scholedge Publishing Inc.](#) The journal is hosted in [Scholedge Digital Library®](#).