

A Study on the Attitude of Indian Entrepreneurs towards Global Franchise Business in India

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Abstract

Franchising has the capability to thrive wherever an open business market exists; no matter it is India or any other country across the globe. With a growing population of more than one billion and a rapidly growing middle class and upper middle class with a much-heralded entrepreneurial streak, India has attained the potential of pro-business attitude. At the same time Indian government is clearly working towards creating & fostering an open and profitable business environment for the citizens and corporate houses. If we consider all the above three favourable factors together we can say that India is an ultimate destination for the success and growth of franchise. However, foreign franchises that choose India to operate have to be very flexible in order to overcome various cultural differences and diversity in lifestyle of people which varies from state to state. The study addresses the attitude of Indian entrepreneurs towards issues associated with the global franchise business and its format of operation in Indian context keeping the risk associated, market condition and the rate of success in mind.

Key words: Foreign Franchises, Entrepreneurship, Pro-Business, Cultural Differences

IntroductionA steady evolution has been noticed in Indian economy since liberalization. Consumerism is touching the sky on account of a growing young population, more disposable income and growing urbanization. At the same time, retail and service sectors are playing an important role in the growth of consumption and consumerism. The macro statistics reveal that agriculture is no longer the chief contributor to the Indian economy. The country is gradually moving towards being a manufacturing and service-based economy in last two decades. This growth has also stimulates a huge entrepreneurial appetite. Over the last decade, franchising has appeared as one of the most prolific and feasible ways of expanding businesses in India. Several industry verticals such as food and beverage, education, hospitality, fashion, and tourism are leveraging their growth by franchising their products under various formats. Today in India there are more than 3000 brands which adopt the franchising model. Bata, one of the leading footwear companies, was among the first franchisors in India. Other pioneers of Indian franchising were NIIT, Apteck, Apollo Hospitals, café coffee day and Titan Watches. In addition, today several leading global franchise companies, like Dominos, McDonald's, Yum Brands, Baskin Robbins and Subway, have already established a presence in India. The franchise industry is expected to

continue to benefit greatly from government support across various sectors through various measures including allowing foreign direct investments (FDI) in single brand and multi-brand retail.

Review of Literature

Innovations in manufacturing and service sector, growth of information technology and liberalization of the global economy have enabled the rise of a new start-ups looking for entering the global market as their natural home. A throng of small and medium sized firms have developed important source of competitive advantage by organizing foreign operations and entered global market by adopting different business models, and complex forms of internationalization such as joint ventures, wholly-owned subsidiaries or through franchising networks for minimizing the risk involved in entering a global market and different levels of business operation. In this context the importance of franchising business model acceptance and the societal impacts of franchising have been largely ignored in the marketing literature. The IFA (International Franchise Association) in 2002 specially made a study on the economic impact of franchising and regularly publishes articles for the promotion of franchising internationally. Hitherto few articles debate the significance of cultural issues involved in a franchising concept. So many questions still remain unanswered relating to the impact of franchising on the social environment. Like for example, is cultural homogenization through franchising part of a trend towards globalization, and, if so, is it desirable/ controllable? Is cultural conflict inherent in the interaction of global franchising with local interests? If so, what are the ways to cope with such divergence? A connected topic is the impact of the franchisor's country of origin in the host market. Franchising is likely to be interpreted differently in different countries, and the meaning of a franchising brand is appropriate to be locally understood. For example, in the United States, McDonald's may be perceived as a source of cheap fast food on the road side, whereas in China the same system may be professed as a higher class and trendy restaurant. According to Hildy (2000), in his study on Strategic and economic development implications of globalizing through franchising concluded that franchisors from developed markets are benefited more from positive country-of-origin perceptions than the franchisors from emerging nations. On the other hand, foreign consumers may also perceive that Pizza Hut is Italian and that Taco Bell is Mexican and ignore the corporate origins. What are the country-of-origin perceptions of foreign franchisors from different nations, and what are their social consequences in emerging markets? Moreover, Hildy (2000) also argued on the economic development point of view of a nation that franchising system increases the imports to the host country very often, as a result of foreign franchising development as

franchisors often import elements of their business formats and sources from the home market. Throughout time, however, franchisors often try to find or develop local sources for host markets' franchisees to become more responsive to local needs and to remain price competitive.

Sklair (1991) in his study suggested that the world is more and more populated by cosmopolitan consumers whose tastes and preferences are becoming standardized. The Advancement of technology and communications system, international trade and investment market, and the movement of people and ideas drive these global harmonies across nations. Likewise Sklair view Kaufmann (2001) in his work on "International franchising in emerging markets" has noted that although cultural differences exist, they are fast disappearing due to advances in technology, international broad casting, commercial messages, and global brands. He also added, that the social costs of losing one's local identity are Franchising brings about cultural transformations that are sometimes rejected by traditional elements of host-market societies. By introducing new foods, customs, and services, the franchisor is an agent of change who not only modernizes lifestyles but also meets the consumer demand.

Hildy (2000) also raised the issue cultural modernization in the background of franchising in Mexico. In such market, the term "malinchismo" (selling out) is used to express the preference for foreign-made rather than domestically produced goods. The term is derived from the name of a native woman, "La Malinche", who deceived the country by providing valuable services to the invading Spanish forces in Mexico. "Malinchismo" behavior in Mexico is associated with highly educated people with higher income levels, younger ages, and larger households. Levitt (1983) and George (1989, 1997) both in their respective studies examined the globalization of markets and its influence on an organization's internationalization approach. And came out with identical conclusions that, global commonalities are driven by advancement of technology and communications have led to the standardization of products, services, manufacturing, and institutions of trade and commerce.

Now coming to the innovation aspect of entrepreneurship Siggel, et al. (2003) in his work represents that especially in African context franchising allows new technologies to spread worldwide, brings new business models to the local as well as global market, contributes to the productivity growth, and generates external economies. They distinguished between business and consumer oriented innovations, stated that the business raises the level of productivity and innovation uplifts consumer satisfaction. It is also prominent in his study that domestic franchisors, domestic suppliers, and franchisees account for 25, 20, and

15 percent of all innovations, respectively, whereas foreign franchisors and suppliers account for 20 percent each.

Shane (1996, 1986) in his study stated franchising as one of the important method of business expansion for service industries in particular. He concluded that “the use of franchise contracts appears to be an important long-term strategic choice in its own right for international service firms.” Portraying the unique influences in the markets in which it is present, its specific economic and social impacts in emerging and transitioning countries.

The U.S. franchising history teaches a lesson about the entrepreneurial dynamics in developing countries today. Hunt in (1972) appraised the impact of franchising in the United States when it accounted for only 25% of total consumer goods' expenditures. The first thing he found through his study, that the franchising business model is stimulating deeply to the local independent business, and revealed that the franchisees believe that they are independent because they control key operating areas like hours of operation, accounting practices, advertising decisions, pricing methods, standards of cleanliness, and staffing issues. Secondly, he found 52% people feel that franchising was their only potential path to self-employment. Therefore, if the U.S. experience is an indication of franchising growth in developing countries, then we can say that franchising has the potential to increase the opportunities for SME development by providing the possibility of business ownership to those who would otherwise not take the risk.

Siggel et al. (2003) in their research advocated that franchising entrepreneurs are sources of risk-taking and business expansion in emerging markets. Their study says that 52 franchisors from four countries in Africa generated an average of 7.5 franchises per year during a variable period of two to twenty-five years. These statistics subject to change from industry to industry and country to country. For example, fast food, automotive, building, and home services generated more than fourteen franchising units per year in South Africa, whereas the same industries generated fewer than two units per franchisor in Morocco.

Ilan and Dianne (2001) in their research observed that franchising should not involve a uniform business model and standardized marketing strategy. Global marketing is not in consistent with country based marketing adjustments; it varies from industry to industry and country to country. For example, restaurants or hotels doing business in China often modify their marketing strategies to fit local conditions. Similarly McDonald's took about nine long years to prepare and adopt an entirely Indian based menu. The company has already made significant modifications to its food offerings, including the McCurry Pan, Paneer Salsa Wrap, McAloo Tikki (a mutton specialty for a country that

does not eat beef), and the Chicken Maharaja Mac (Phillippe 2003; BBC 2003). According to Fred (2002) Subway is also following the footsteps McDonald's to the Indian market. Due to religious prohibitions against pork (Muslim) and beef (Hindu), now in India Subway is using lamb, chicken, and turkey as a substitute of pork or beef in its sandwiches and offers a variety of new vegetarian subs such as hummus and falafel. Subway's operational format has also changed. In addition to that counter area and preparation areas are separated because vegetarians do not prefer to be served vegetarian food prepared at the same place where non-vegetarian foods are prepared.

When KFC entered India in 1995, it was plagued by protesting farmers in Bangalore. KFC was also accused of having high MSG (monosodium glutamate) content in its products and faced protest from some nongovernmental organizations, which led to the closure of its New Delhi outlet. In 2003 according to yahoo news some animal rights activists in India protested against KFC's in Bangalore accusing it of cruelty and the unacceptable killing of more than 700 million (mistreated) chickens. Despite all these hindrances, the company director of Indian marketing says that the company still serves 2,000 to 2,500 customers daily and is growing at an overwhelming rate of 18 percent every year.

The effect of culture on entrepreneurs and their entrepreneurial strategies is also significant. Entrepreneurs must make sure that each element in the business plan has some degree of congruence with the local culture. For example, in some countries point-of-purchase displays are not allowed in retail stores, while in the United States PoP displays are very common. Similarly in some countries bribes and corruption are important aspect of the cultural environment in such cases how should an entrepreneur deal with these circumstances? What is the best course of action to take and still maintain the needed high ethical standards? Sometimes, one of the biggest problems is finding a translator. To avoid errors, entrepreneurs should hire a translator whose native tongue is the target language.

Ramanjit (2011) in his article mentioned, when someone is planning to take the franchising abroad, it is always recommended to zero in on a particular country, or a set of countries one is thinking to enter into. Acquire the knowledge of the local market, consumer behaviour patterns, and the various rules, regulations and laws applicable in the country and accordingly include the various details in your franchise agreements. Besides this, there are certain other factors too that must be taken into account while venturing overseas, are the initial investment in developing the franchise concept, training and support, Language bars, Logistics and product costs, Competition from local players and Selection of suitable franchisees.

More recent research has built on the Hofstede and Trompenaars research. The Global Leadership and Organizational Behavior Effectiveness (GLOBE) started their research on the cultural aspect taking Hofstede and Trompenaars research as a base. The project which began in 1992 and continues till date, has involved 150 researchers collecting data on cultural values and management and

leadership attributes from 18,000 managers across 62 countries in the telecommunications, food, and banking industries (Javidan & House 2001). In the same way as (Hofstede 2001 and Trompenaars 1993) has done much before them. The researchers place countries along a standard 1 to 7 scale. The GLOBE project, however, ends up with nine key cultural dimensions given as follows:

Table 1: Cultural issues and their intensity: Country wise

SNo.	Cultural Dimensions:	High	Low
1	Assertiveness	The United States, Austria, Germany, and Greece.	Sweden, Japan, and New Zealand.
2	Future orientation A propensity for planning, investing, delayed gratification.	Singapore, Switzerland, and the Netherlands.	Russia, Argentina, and Italy.
3	Gender differentiation The degree to which gender role differences are maximized:	South Korea, Egypt, India and the China.	Hungary, Poland, and Denmark.
4	Uncertainty avoidance A reliance on societal norms and procedures to improve predictability, a preference for order, structure, and formality.	Sweden, Switzerland, and Germany.	Russia, Bolivia, and Greece.
5	Power distance	Russia, Thailand, and Spain.	Denmark, the Netherlands, and Israel.
6	Institutional collectivism (individualism vs. collectivism). Promoting active participation in social institutions:	Sweden, South Korea, and Japan.	Greece, Argentina, and Italy.
7	In-group/family collectivism . A pride in small-group membership, family, close friends, etc.	Iran, India , and China.	Denmark, Sweden, and New Zealand.
8	Performance orientation Much like achievement orientation.	Singapore, Hong Kong, and the United States.	Russia, Argentina, and Italy.
9	Humane orientation . An emphasis on fairness, altruism, and Cultures that emphasize helping others, charity, and people's wider social obligations, generosity	Ireland, Malaysia, and Egypt.	Germany, Spain, France, Singapore, and Brazil.

Source: http://www.unice.fr/crookall-cours/iup_cult/_docs/_RUGM_Chapter-05.pdf

In reference to the above nine key cultural dimensions McDonald's restaurants were vandalized in about 50 countries by 1990s. Global consumer perception towards McDonald's represents a particular friendly Ronald-McDonald-type of US imperialism. Traditional lifestyles, critics say, are being windswept by McDonald's marketing practices, its value chain system, its fast-food concept, and the unhealthy food itself. Yet, McDonald's bends over backwards to blend into local cultures. The company advertises itself to its critics as a global company owned and run by local people. Indeed, the franchise system makes it so

that McDonald's Japan is run by the Japanese and Israel's McDonald's restaurants are run by Israelis. Local business owners started preparing their menu's offerings to fit their culture, found alternative suppliers, and created suitable marketing strategies to tackle culture related setbacks. Likewise an American in Saudi Arabia might seat single men with families at a McDonald's opening, but a Saudi Arabian owner would know that this is unacceptable and the restaurant will be designed to accommodate the customers of different cultural background.

Objectives

The objectives of the study are as follows:

To understand the importance of global venturing in today's changing world

To explain the factors affecting the business plans of entrepreneurs entering different markets.

To focus on the major motivating factors for taking a business global

To become familiar with the positive and negative aspects of the decision to take one's business global.

To understand the Indian entrepreneurs attitude towards the global franchises

Hypotheses

The hypotheses of the study are as follows

H₀₁: There is no significant difference between mean perception score of franchise and non-franchise entrepreneurs towards the Entry of Global franchise in India as a threat to local Business.

H₀₂: There is no significant difference between mean perception score of franchise and non-franchise entrepreneurs regarding positive impact of Global franchises' operation on local businesses.

H₀₃: There is no significant difference between mean perception score of franchise and non-franchise entrepreneurs towards delivery of high quality service by Global franchise in Indian market.

H₀₄: There is no significant difference between mean perception score of franchise and non-franchise entrepreneurs towards dependency of global franchise on Indian market specific strategy for its success.

Methodology

The research is mainly descriptive in nature and based on secondary data collected from sources like Review Journals, Management Articles, Newspapers & Magazines, and company websites wherever required as well as the primary data has been collected from 37 entrepreneurs from different business background. Out of the total 37 entrepreneurs, 12 are franchisees and 25 are having their self-owned business. The main intension of the study was to understand the attitude of the entrepreneurs (irrespective of their business format and type) towards global franchise. The primary data was collected by using a structured questionnaire. Likert scale of 5 points ranging from "Strongly agree" to "Strongly disagree" was used to measure the attitude of the entrepreneurs. Apart from the structured questionnaire few open ended questions were asked to both franchisee and self owned business owners to explore their view towards global franchise operations. Questionnaire were delivered to 76 stores in Visakhapatnam city of Andhra Pradesh, including both franchise and self-business owners in person, out of which 12 franchise and 25 self-owned business entrepreneurs' response were found valid. The collected data then analysed using SPSS v.20. Descriptive and inferential analysis is performed with hypothesis testing using t-student statistics, in order to investigate differences in means.

Data Analysis & Interpretation

Table 2: Gender Vs Age Group Crosstab

GENDER	AGE GROUP								Total	
	20-30		31-40		41-50		51-60			
FEMALE	1	33.33%	3	33.33%	5	45.45%	4	28.57%	13	35.14%
MALE	2	66.67%	6	66.67%	6	54.55%	10	71.43%	24	64.86%
Total	3	8.11%	9	24.32%	11	29.73%	14	37.84%	37	100%

Source: Prepared by authors using primary data

In the sample taken for analysis, out of 37 samples 32% are franchised and 68% are non-franchised business category which is evident from table-3. From table-2 we can see the 35% of the respondents are female and 65% are male. Out of the total respondents nearly 38% are from the age group of

51-60 are the highest in the sample taken or the study. The female respondents in the age group of 41-50 are the highest i.e. 45%, where as there is a highest male respondents are from 51-60 age category.

Table 3: Business Format

Business category	Frequency	Percent	Valid Percent	Cumulative Percent
FRANCHISEE	12	32.4	32.4	32.4
Valid SELF OWNED	25	67.6	67.6	100.0
Total	37	100.0	100.0	

Source: Prepared by authors using primary data

If we look at the table-4 which gives a clear picture of the type of business the respondents are involved. Nearly 30% of the respondents are from service sector which is the highest in the total sample of respondents. Marketing and

logistics is comprised of 24% and 22% respectively followed by manufacturing sector which consist of 19% to the sample.

Table 4: Business Type

Business Type	Frequency	Percent	Valid Percent	Cumulative Percent
MANUFACTURING	7	18.9	18.9	18.9
SERVICE	11	29.7	29.7	48.6
Valid MARKETING	9	24.3	24.3	73.0
LOGISTICS	8	21.6	21.6	94.6
OTHER	2	5.4	5.4	100.0
Total	37	100.0	100.0	

Source: Prepared by authors using primary data

Table 5: Descriptive Analysis

Dimensions	Groups	N	Mean	Std. Deviation	Std. Error Mean
D1 Global franchise is a threat to the local Business	FRANCHISEE	12	3.60	1.291	.258
	SELF OWNED	25	3.42	1.165	.336
D2 Existence of a positive impact of global franchisee on the local business	FRANCHISEE	12	3.50	1.567	.452
	SELF OWNED	25	3.28	1.514	.303
D3 Delivery of high quality service by Global franchise in Indian Market	FRANCHISEE	12	3.44	1.474	.295
	SELF OWNED	25	2.50	1.382	.399
D4 Dependency of global franchise on Indian market specific strategy for its success.	FRANCHISEE	12	3.33	1.557	.449
	SELF OWNED	25	3.28	1.400	.280

Source: Prepared by authors using primary data

From the Table-5 the descriptive analysis results indicate that Group-S (self-owned business) holds a lower mean score for dimensions D1, D2, D3 and D4 giving a clear indication that the franchisee sample group's perception and

understanding towards the global franchisee business and their modus operandi is more optimistic than that of self owned sample group.

Table 6 Hypothesis Test

Dimensions			Levene's Test for Equality of Variances		t-test for Equality of Means						
			F	Sig.	t	df	p-val. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
										Lower	Upper
D1	Global franchise is a threat to the local Business	Equal variances assumed	.298	.588	.417	35	.679	.183	.440	1.076	.710
		Equal variances not assumed			.433	23.982	.669	.183	.424	1.058	.692
D2	Existence of a positive impact of global franchisee on the local business	Equal variances assumed	.218	.643	.409	35	.685	.220	.538	.872	1.312
		Equal variances not assumed			.404	21.131	.690	.220	.544	.912	1.352
D3	Delivery of high quality service by Global franchise in Indian Market	Equal variances assumed	.363	.551	1.851	35	.073	.940	.508	1.971	.091
		Equal variances not assumed			1.895	23.139	.071	.940	.496	1.966	.086
D4	Dependency of global franchise on Indian market specific strategy for its success.	Equal variances assumed	.331	.569	.105	35	.917	.053	.510	.981	1.088
		Equal variances not assumed			.101	19.826	.921	.053	.530	1.052	1.159

Source: Prepared by authors using primary data.

Testing of Hypothesis

The hypothesis is being tested using the t-statistics under skedasticity supported by Levene's test presented in table-5. To perform a statistical verification, mean difference tests (independent sample test) were conducted. Group-F and Group-S's variances for dimension D1, D2, D3, D4 are homogeneous or homoskedastic ($p > 0.05$ on Levene's test for variance for equality) hence the result for equal variance assumed is taken for interpretation of the data. So a hypothesis t-test for the quality of the means under homoscedastic assumption is being carried out which has shown a higher p-value (greater than 5% standard). Therefore

hypothesis H1, H2, H3, H4 are accepted, indicating that both the sample group F and S have similar perception towards global franchise and their operation as well as impact on local business.

Views of the two sample groups extracted from the open ended questions reveals the following facts:

- They have a strong holding of the local market as well as they understand the local market and customer preferences better. Second thing is, they are more flexible in adopting any kind of change in their venture, whereas for a franchise to adopt any change it takes time. Hence these are the two basic strengths that the local business

owners have which gives them the feeling that entry of global franchise is not a threat to their business operations.

- In case of the existence of global franchise both franchisee and self owned business perceive there is a positive impact towards their business operation because they think the global franchise facilitates innovative business strategies and operational know how.
- Both the sample groups perceive that the service quality of global franchise is high because they think that global franchise operate in a more structured manner, manages their human resource more effectively, provides better training to their front line employees in respective of tangibles, reliability, responsiveness, assurance, empathy.
- As far as the dependency on adoption of the Indian market specific strategy by the global franchise is concerned both the sample groups feel that unless the global franchise adopt the business strategy that suits the Indian market environment and customer preferences the success of their business model is a distant dream.

Findings of the Study

Following are the findings of the study.

- The analysis confirms that the entrance of global franchise to Indian market is perceived as a threat by the local business owners. as well as they create a positive environment of healthy competition which results in the improvement of quality of product and service provided by the local business.
- Secondly, the argument that global franchise don't care about the culture related issued in business management in Indian market is proved void which is evident from both the literature review and the primary data analysis.
- It is also confirmed that the global ventures in India ensured their success by serving the market better as well it is also both the franchise and non-franchise entrepreneurs have a similar kind of perception towards the quality of service provided by global franchise.

Limitations of the Study

The main limitation of the study is the sample size; the sample size is comparatively small in case of franchised business which gives rise to a greater standard error value. The sample is only confined to Visakhapatnam city. If the scope of the study is extended to other cities in India and little larger sample size is taken then we can get a clearer picture of the attitude of Indian entrepreneurs towards global ventures.

Secondly, the perception of entrepreneurs are taken for the study, a more clear picture of the operation of global

franchise in India can be retrieved when the perception of the ultimate customers are taken as sample.

Conclusion

The objective of the study was to investigate the attitude of Indian business entrepreneurs towards the entry, setup and survival of global ventures in Indian market. The finding of the study goes according to the literature and conclusions derived by different researchers earlier and the formulated null hypotheses are also accepted to confirm and acceptance of the literature and the findings of previous studies in like issues. However, greater research effort is required to test the theoretical hypotheses developed here on a larger data base including "consumer perception and attitude" towards global franchise firms from different industries and also in a cross-country comparative manner. By doing so, we can get a clearer picture of the market including the customer's requirements, test and preferences for international brands, products and services. Which is not only would be helpful to the new entrants but also useful for the local entrepreneurs to understand their customers better.

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