



**25<sup>th</sup> Annual Conference  
16-18, June, 2011  
Boston University  
Boston, Massachusetts, U.S.A.**

**Note: If you want to print an individual paper, click on it.**

1. ***Applying the General Theory of Entrepreneurship to Franchising***  
Jenni Torikka, University of Jyväskylä (Finland)
2. ***Cultural Convergence in Emerging Markets Through Franchising: The Case of McDonald's in China And India***  
Hyo Jin (Jean) Jeon, The University of Oklahoma (USA)  
Brinja Meiseberg, Institute of Strategic Management (Germany)  
Rajiv P. Dant, The University of Oklahoma (USA)  
Marko Grünhagen, Eastern Illinois University (USA)
3. ***Knowledge of Restaurant Affiliation (Franchised Or Non-Franchised) and Restaurant Evaluation***  
Iman Naderi, University of North Texas (USA)  
Audhesh K. Paswan, University of North Texas (USA)  
Francisco Guzman, University of North Texas (USA)  
Joyce W. Young, Indiana State University (USA)
4. ***A Transaction Cost View on the Allocation of Decision Rights in Franchising***  
Nada Mumdziev, University of Vienna (Austria)  
Josef Windsperger, University of Vienna (Austria)
5. ***Firm Value and Risk in Franchised Channels***  
Liwu Hsu, Boston University (USA)  
Patrick Kaufmann, Boston University (USA)  
Shuba Srinivasan, Boston University (USA)
6. ***Service Personalization VS. Concept Uniformity: The Case of Franchised Quick Service Restaurants***  
Odile Street, Concordia College (USA)  
Gérard Cliquet, University Rennes 1 (France)
7. ***Antecedents of Early Adoption and Use of Social Media Networks for Stakeholder Communications: Evidence from Franchising***  
Rozenn Perrigot, University Rennes 1 (France)  
Manish Kacker, McMaster University (Canada)  
Guy Bassat, University Rennes 1 (France)  
Gérard Cliquet, University Rennes 1 (France)
8. ***Back of House Franchising***  
Andrew Terry, The University of Sydney (Australia)  
Cary Di Lernia, The University of Sydney (Australia)



- 9. *Using Tournaments to Reduce Agency Problems: The Case of Franchising***  
William Gillis, University of South Alabama (USA)  
T. Russell Crook, University of Tennessee (USA)  
Ellen McEwan, University of Tennessee (USA)  
Steven C. Michael, University of Illinois (USA)  
\*Accepted by the *Journal of Business Venturing* and appears only as a slide presentation in the ISoF Proceedings
- 10. *Dual Distribution and Double Marginalization in Franchise Systems: The Case of Coca Cola USA***  
Manish Kacker, McMaster University (Canada)  
Ruhai Wu, McMaster University (Canada)
- 11. *Formula Pricing and Profit Sharing in Traditional Franchising***  
Roger D. Blair, University of Florida (USA)
- 12. *The Plural Form From the Inside: A Study of Franchisee Perceptions About the Existence of Company-Owned Outlets Within Their Network***  
Rozenn Perrigot, University of Rennes 1 (France)  
Olivier Herrbach, University of Rennes 1 (France)
- 13. *Manifest Conflict in Franchise Systems and the Impact of Residual Conflict***  
Robert D. Winsor, Loyola Marymount University (USA)  
Chris Manolis, Xavier University (USA)  
Patrick J. Kaufmann, Boston University (USA)  
Vishal Kashyap, Xavier University (USA)
- 14. *Lost in Translation? The Prevalence and Performance Impact of Corporate Social Responsibility in Franchising***  
Thomas Ehrmann, Westfälische Wilhelms-Universität Münster (Germany)  
Brinja Meiseberg, Westfälische Wilhelms-Universität Münster (Germany)
- 15. *Emerging Consumer Perspectives on American Franchise Offering: Variety Seeking Behavior in China***  
Marko Grünhagen, Eastern Illinois University (USA)  
Rajiv P. Dant, The University of Oklahoma (USA)  
Mingzia Zhu, University of International Business and Economics (China)
- 16. *Internationalization of Brazilian Franchisors: Profiles and Strategies***  
Patricia S. Vance, University of Massachusetts Amherst (USA)  
Adriana Beatriz Madeira, University Presbyterian Mackenzie (Brazil)  
Thomas G. Brashear, University of Massachusetts Amherst (USA)
- 17. *It's Complicated: Analysis of the Economic Downturn on an Established Franchise***  
Lorelle Frazer, Griffith University (Australia)  
Scott Weaven, Griffith University (Australia)  
Debra Grace, Griffith University (Australia)  
Frances Asha, Griffith University (Australia)



18. ***The International Society of Franchising: A Review of Conference Papers Across its First 25 Years***  
Joyce A. Young, Indiana State University (USA)  
Faye S. McIntyre, University of West Georgia (USA)
19. ***Why Do Entrepreneurs Use Franchising as a Financial Tool? An Agency Explanation***  
Manuel Gonzalez-Diaz, University of Oviedo (Spain)  
Vanesa Solis-Rodriguez, University of Leon (Spain)  
\*Accepted by the *Journal of Business Venturing* and appears only as a slide presentation in the ISoF Proceedings
20. ***Market Structure and Compliance: Why Janitorial Franchising Leads to Labor Standards Problems***  
David Weil, Boston University (USA)
21. ***Parent Company Scope and Franchise Chain Performance***  
Renáta Kosová, Cornell University (USA)  
Francine Lafontaine, University of Michigan (USA)  
Bo Zhao, University of Michigan (USA)
22. ***Franchise Mediation: Confidentiality or Disclosure: A Consumer Protection Conundrum***  
Jenny Buchan, University of New South Wales (Australia)  
Jennifer Harris, University of New South Wales (Australia)  
Gehan Gunasekara, University of Auckland (Australia)
23. ***The Demise of Notice and Cure Rights for Franchisees, and Possibly Franchisors***  
Rupert M. Barkoff, Kilpatrick Stockton LLP (USA)
24. ***The Franchise Relationship: The Role of Entrepreneurial Orientation***  
Olufunmilola (Lola) Dada, Lancaster University Management School (United Kingdom)  
Anna Watson, University of the Arts London (United Kingdom)
25. ***Antecedents and Consequences of Entrepreneurial Franchisee Behavior***  
Evelien Croonen, University of Groningen (The Netherlands)  
Eelko Huizingh, University of Groningen (The Netherlands)  
Maryse Brand, University of Groningen (The Netherlands)
26. ***Typology and Characterization of Franchisees' Entrepreneurial Profiles: An Exploratory Study of the French Franchising Industry***  
Jacques Boulay, ESSCA School of Management (France)  
Valentina Stan, ESSCA School of Management (France)

---

**ISoF Individual Papers and CD of ISoF Proceedings from 1986-2011**  
are available for purchase. For additional information, visit the ISoF website at:  
[www.huizenga.nova.edu/franchise](http://www.huizenga.nova.edu/franchise) and click on the *International Society of Franchising*, or  
contact Cheryl R. Babcock, CFE at +1 954-262-5071 or [babcockc@nsu.nova.edu](mailto:babcockc@nsu.nova.edu).