
Micro Franchising: A Business Approach to Increasing Self Employment & Fighting Poverty in South Africa

Stanislaus Zindiye¹, Knowledge Shumba², Maluleke Tiyisani Shiella¹

Department of Management, University of Venda, South Africa1

Department of Management and Entrepreneurship, Tshwane University of Technology, Pretoria, South Africa2

Corresponding Author: stanislaus.zindiye@univen.ac.za, ShumbaK@tut.ac.za,
tiyisanishiella98@gmail.com

ABSTRACT

Purpose: This study aims to investigate how microfranchising can be used as a tool for increasing self-employment and to fight poverty in Thohoyandou.

Design/methodology/approach: A qualitative research approach was employed with a sample of eight participants that comprised microfranchise businesses in Thohoyandou. The convenience sampling technique was adopted to select the participants. Primary data was gathered through in-depth interviews using a structured interview guide.

Findings: The study's findings established that microfranchising tools such as business in a box, comprehensive training, employment creation, good marketing mix, improved asset base, improved standard of living, increased economic growth and market gap help reduce social ills.

Practical implications: The research managed to unravel the strategies that can be adopted to enhance microfranchising in increasing self-employment and alleviating poverty.

Originality/value: There are limited studies on microfranchising in South Africa.

Paper type: Research Paper

Keyword: *Microfranchising, self-employment and poverty alleviation*

Received : May 13th

Revised : August 18th

Published : September 30th

I. INTRODUCTION

This study focuses on microfranchising as a business approach to fighting poverty in Thohoyandou, Limpopo Province, South Africa. Larsen, Hannibal, and Evers (2022) define microfranchising as a tool that provides the same basic concepts of franchising, which is traditional franchising, but mostly focuses on providing employment for low-income individuals who cannot afford to operate their business through traditional franchising business. Microfranchising is a reproduction of traditional franchising, wherein the franchisor sells their business concept, trademark, brand license and operational system to the microfranchisee (Lartego & Mathiassen, 2020). A study by Erceg and Kukec (2017) describes microfranchising as a business tool and a business model that uses the methods tested of traditional franchising toward small and medium businesses to empower low-income individuals.

According to Naatu and Alon (2019), microfranchising is the type of franchising whose objective is not to profit but to promote microentrepreneurs and support microenterprises that can be adopted, managed, and afforded by those individuals who are not affording the traditional franchise. Similarly, Camenzuli and McKague (2015) define microfranchising as a small business that is tested and can be managed by low-income entrepreneurs supported by microfranchisors. Erceg and Kukec (2020) indicate that microfranchising is an approach used to ensure that poor people reduce the poverty they are currently living in and enable them to operate their businesses.

This was also supported by Webb and Fairbourne (2016), who argue that microfranchising provides support to individuals that have limited access to education, funds, and facilities.

Poverty is not being able to meet basic needs (Li, Di, Zhang, Guo & Li, 2021). Wu and Si (2018) define poverty as lack of basic resources, food, shelter, and clothing and not engaging enough in social activities. Bednar and Reames (2020) supported the notion by arguing that poverty is when a person lacks the financial and basic resources to live a normal life. Blinder and Gany (2020) state that employment refers to the state of having a job that one is getting paid for, and they also benefit from health care amenities. In this study poverty was indicated to be the main reason behind microfranchisees operating their businesses through microfranchising. Entrepreneurship is developing business ideas, starting up a business and the willingness to take risks that comes with starting a new business (Doern, Williams & Vorley, 2019). Gaddefors, Anderson and Alistar (2017) define entrepreneurship as creating economic value by taking the risk of starting a new business with the hope of making enough profit and expansion.

In India, microfranchising is used to help underprivileged societies improve their living standards and create employment (Hassan & Rom, 2019). In Assam, which is the largest poor rural state in India, wherein microentrepreneurs are facing challenges such as wireless internet, lack of banking services, and travelling long distances to get access to bank services, microfranchising provides these microentrepreneurs with an opportunity for training and support of a microfranchisee (Agnohotri & Bhacharya, 2020). The two authors further explain that over 45 000 women in India sell Hindusta lever's soap and shampoo as a microfranchising business to improve their entrepreneurial skills and create employment. In Sub-Saharan Africa (SSA), microfranchising is used to alleviate poverty through an inclusive business approach (Awuh & Dekker, 2020). Agnohotri and Bhacharya (2020) reported many unforeseen circumstances by entrepreneurs in small businesses, such as lack of training, support, and capital; as a result, entrepreneurs turn to microfranchising businesses because it provides employment opportunities that come with less risks. In Ghana, microfranchising was introduced in urban and rural areas to decrease the cost of living and reduce poverty (Awuh & Dekker, 2020). Street vendors in Ghana use a microfranchising business approach to sell fruits and vegetables to generate income and reduce poverty.

In the South African context, there is a higher unemployment rate, poverty, and lack of skills. Many people are living hand-to-mouth to survive, making micro-entrepreneurship their only survival option and providing for their families (Shumba & Nkondo, 2020). Microentrepreneurs in the agricultural sector are the leading microenterprises in the economy and provide employment. The low-income level societies in South Africa are involved in micro-businesses such as barber shops, garbage collectors, waste recyclers and vendors selling fruits and vegetables. Microentrepreneurs in South Africa are also involved in microenterprises, such as selling clothes. They sew or purchase them from international businesses such as Shein and Alibaba for resell to the communities to make a living and reduce poverty. Limpopo has small-scale entrepreneurs engaged in farming, providing street vendors with fruits and vegetables. Furthermore, in the Limpopo Province, microfranchisee businesses are operated through Tupperware, Avon, POSTNET, and Justin.

Authors such as Sutter, Bruton and Chen (2019) have researched microfranchising, focusing on microfranchising as an approach to reducing poverty. However, their studies are limited amongst developing countries as they do not investigate conditions in underdeveloped countries and how microfranchising can assist in reducing poverty and creating employment. However, they did not specify whether the approach is applicable in under-developed countries such as South Africa. Studies focusing on well-known franchises have been conducted in South Africa and the Middle East regions (Bruton, Sutter and Lenz, 2021). Authors such as Bretas and Alon (2021) conducted their study in and around the Urban areas of Accra, Ghana, which introduces microfranchising as a business model suitable to assist low-income individuals in overcoming barriers that hinder them from getting employment. Naatu, Alon and Uwamahoro (2022) undertook a study investigating the reason behind the failure of microfranchises in Rwanda. Microfranchising has taken momentum, but most of these studies have not focused on microfranchising as an instrument for fighting poverty; hence there is still paucity within the board of knowledge to understand microfranchising and poverty reduction.

A. Problem Statement

There is still a gap on whether microfranchising can be used as a tool to fight poverty. Previous studies have investigated microfranchising; however, these studies did not specifically focus on microfranchising as an instrument for fighting poverty. The study conducted by Anuar and Chin (2016) explores the development of a capital structure model in microfranchising from a Malaysian point of view. Sireau (2017) conducted a microfranchising study investigating how social entrepreneurs are building new paths to growth. Rogers, Fairbourne and Wolcott (2017) explore microfranchising and the factors that characterize programmes of different studies. There is a dearth within the board of knowledge regarding microfranchising as a tool for fighting poverty, at least within rural areas like Thohoyandou in Limpopo Province. It is against this background that this study focuses on investigating the way microfranchising is being used to increase self-employment and fight poverty.

II. METHODS

The study followed the phenomenological philosophical paradigm to gain a deeper understanding of the complexity of the extent of microfranchising in increasing self-employment and alleviating poverty in South Africa. The phenomenological paradigm of the study was concerned with how microfranchise entrepreneurs made sense of the business world around them and how in particular, the philosopher should bracket out preconceptions in his own engagement with that world (Bryman & Bell, 2015). The interpretivist research paradigm was chosen for this study because it enabled the researcher to understand the socially constructed meanings of the respondents from the respondents themselves. Through the in-depth face-to-face interviews, the shared experiences of the microfranchisees in the Limpopo province were unearthed. The phenomenological paradigm guided the researcher to understand the multiple realities of the respondents in their natural context. This gave rise to new and unique ideas from the respondents. In addition, the phenomenological paradigm was used for this study, mainly due to the novelty of the research topic in South Africa. Hence, the researchers felt that a qualitative approach would be appropriate to test for detailed levels of understanding – an approach which would make way for other strategies for the study. The study followed an explorative research design. Judgment purposive sampling was used to select the microfranchise entrepreneurs for this study from Thohoyandou, Limpopo province. The qualitative collected data was analysed using the Atlas ti version 8 software. The software is ideal for coding and categorising data into themes in a systematic way.

III. RESULTS AND DISCUSSION

During data analysis, ten codes were discovered from the gathered data. The codes identified are business in a box, comprehensive training, employment creation, good marketing mix, improved asset base, improved standard of living, economic growth, market gap, reduction of social ills, and standardisation.

1. Business in a box

The results of this study have shown that business in a box is one of the microfranchising tools used to alleviate poverty and improve the standard of living of people in society. This was evidenced by the views of participants 1, 2, 3 and 6 shown in the following excerpts.

"We do not decide the selling price for ourselves, because we have a brochure that shows the pricing of all the products for customers but when we buy, they give us a discount and it's written on the invoice that for roll-ons we must charge this much. Sometimes one can decide on their own but it's wrong." Participant 2

Based on the above evidence, the participants indicated they receive assistance from the microfranchisor through training, containers to accommodate their businesses from Coca-Cola, machines for gas from NYDA, and the systems and procedures they should follow. Through this business in a box, entrepreneurs are able to run their businesses effectively. Hence business in the box is imperative towards poverty alleviation.

2. Comprehensive training

Comprehensive training is another microfranchising tool towards the alleviation or reduction of poverty.

"The training that I received I got it from their factory in Shayandima and it took 3 months. They train you on how to recruit people and how to get a car after you have made so many sales and how to get free gifts. The main purpose behind training is to learn how to recruit because the more you recruit the more you improve." Participant 7

From the gathered data, it was evidenced that the microfranchisees received training that enabled them to increase the economic sustainability of their businesses.

3. Employment creation

The collected data revealed that employment creation stemmed as one of the microfranchising tools utilized to alleviate poverty.

"So, the motive to me was that there are no jobs outside, and poverty is always surrounding us so I decided that I should start something. I realized that I was going to earn something from the students then I decided to start this business. The main personal reason was because of poverty and lack of employment because even now I am a graduate, and I am not even employed anywhere. I applied for jobs with no luck. Our parents tell us to go to school and study so that we can get qualifications and then get jobs but there is no such so that's why decided that I have to stand up on my own. I started this business to create employment. Now I employ many people including students and community members. It means that I created job opportunities for other people not only for myself." Participant 1

The above quotes showed that microfranchising created employment for microfranchisees, as many indicated that they were unemployed when they started to operate their business through microfranchising. Most participants indicated that they now have employment and an income. The main reason behind microfranchising was to create employment, providing opportunities for low-income microfranchisees to operate their businesses.

4. Good marketing mix

The good marketing mix was identified as a microfranchising tool for alleviating poverty. Participant 3 noted that:

“They help us to advertise nationally as you know that POSTNET has a very big footprint in South Africa, so they make sure that the brand, products and services are known all over the country. They also assist us to access soft loans in case they want to invest. They help us through business development and also identify locations where possible businesses can be established.” Participant 3

The results from the study showed that the microfranchisors assist the microfranchisees with regard to advertising, promotions, and reasonable pricing to attract customers and give them financial support. The data collected indicated that microfranchisors put in place good marketing strategies for microfranchises to attract clients. A good marketing mix comprises the price, the product components, and the promotion to ensure that the customers know the products and services.

5. Improved asset base

The study established that an improved asset base is one of the microfranchising tools to alleviate poverty. This was evidenced from the following extract.

“So far, I have built myself 13 rooms at home and I have 6 children and each of them has their own room. These 13 roomed houses has bathrooms and sewage and I was also able to buy a car.” Participant 6

From the above remarks, it can be observed that microfranchising is a tool to alleviate poverty. It was evident that it helps the microentrepreneurs to increase their asset base by buying houses and cars.

6. Improved standard of living

The study identified that an improved standard of living is being experienced through microfranchising as a result of poverty reduction.

“I have managed to acquire asserts such a housing and a vehicle because of this business. I used to depend on the government grant but now I am self-sufficient.” Participant 2

“I help them to have income generating activities which also satisfy the community needs. We do courier stuff to different parts of the country at a lower cost. Cheaper prices enable customers to save thus helping them to improve their lives.” Participant 3

The above extracts show that microfranchising is a tool to alleviate poverty because microfranchisees improved their lives and people in the community. The participants explained many things they did not have before they started operating their businesses. Through microfranchising, they now have cars, houses, and a reliable income.

7. Increase in economic growth

Another microfranchising tool that is used to alleviate poverty that stemmed out of the study is economic growth. Participants 1 and 3 confirmed this through the following sentiments.

“I also have an accountant who is working for me, I send the bank statements every month for him to ensure that at SARS I am doing well.” Participant 1

“Once you open up a business it is for profit. Once you make profit you are able to invest in other businesses so that you are able to grow your wealth.” Participant 3

The above sentiments confirm that microfranchising is a tool to alleviate poverty because it enhances economic growth. It helps people to get employment, improves the asset base, and increases the sustainability of new businesses.

8. Market gap

A market gap emerged as a microfranchising tool for alleviating poverty. This is confirmed by the following remarks.

“I decided to go for a microfranchise instead of opening my own business because the brand of POSTNET was good and very attractive. It offers services that are needed by the community. POSTNET helps to identify places where you can open up a business. This helps to cut down some costs for one to open up a business and succeed. They also assist in establishing capital; all these things attract you into buying a microfranchise.” Participant 3

Considering the remarks captured above it is evident that there was a gap in the market which microfranchisees filled to alleviate poverty; through this market gap, microfranchisees created employment through POSTNET, Tupperware, Avon, and fast-food restaurants.

9. Reduction of social ills

The study established that microfranchising leads to the reduction of social ills.

"We can see the importance of fighting poverty because it improves our lives. Work helps people distance themselves from bad activities such committing crimes, robbing people and drug abuse." Participant 1

"This business has improved a lot of lives in the community. I am seeing many people having cars and a source income. Some women found employment and now they have source of income." Participant 7

The above sentiments revealed that because of microfranchising, there had been a reduction in social ills. People became employed and now have an income. People will shy away from crime and other social ills in the communities when employed.

10. Standardization

According to the study results, standardization was identified as one of the tools of microfranchising that can help alleviate poverty. These sentiments are revealed by participants 2, 4, 5, 6, 7 and 9, who argued that:

"We order the stock online and deliver for us at Pep store or direct. We order online using G13 and SMS ordering and they deliver the products in a box through courier." Participant 2

"I buy my stock at the factory in Polokwane. When you buy from the factory, you get a 27% off discount. It does not matter how much stock you bought, even if it is for R50, you get a 27% discount, but you should have joined and had a buying code." Participant 4

Considering the above extracts, it has been demonstrated that microfranchisees follow the basic franchising concepts and operate under standardized procedures. They indicated that they buy their products online, and the prices of their products and services come from the microfranchisor as they are provided with a brochure with the list of products and their prices that they should implement. The microfranchisor provides them with suggestions on what products to buy and recommends suppliers.

This study found that business in a box is one tool used in microfranchising to increase self-employment and alleviate poverty. These findings corroborate with Sireau (2017), who alluded that a microfranchise can be in the form of a business in a box that provides similar marketing management and operational tools to the traditional franchise, but with microfranchise, it is affordable. Due to this, microfranchisees can start and operate a successful business as they must follow approved procedures and systems put in place and sell their products and services. The collected data revealed comprehensive training as a microfranchising tool for alleviating poverty. According to Naatu and Alon (2019), microfranchisors train microfranchisees to reduce the risks associated with starting a new business from scratch. These findings are in line with List (2017), who is of the view that microfranchisees gain training that is provided by the microfranchisors when they open microfranchises. The microfranchisor assists the microfranchisee with a starting capital, marketing of the products or service rendered, and operational systems and procedures to establish an effective microfranchise. The study findings established employment creation as a microfranchising tool to reduce poverty. This finding correlates with Kent and Dacin (2013) that microfranchising provides better opportunities for job creation and improved business models. In support of employment creation through microfranchising, Alarifii, Robson & Kromidha (2019) stated that the development of microfranchising is well known to be an effective way to convert microenterprises in the informal sector to be under the formal sector and legalized. Because of these microfranchises, low-income individuals are able to get employment and a source of income, thus alleviating poverty. Microfranchises create more jobs than traditional microenterprises in size (Badley & Artz, 2012). A good marketing mix is another concept identified in the study's findings that is used as a microfranchising tool to reduce poverty. These findings contradict Obisanya (2021), who believes that marketing mix is regarded as one of the challenges microfranchisees face in their businesses. Microfranchising presents microfranchisees with a good marketing mix. The microfranchisor is liable for providing operational tools that include marketing and advertising, making it easier for the microfranchisees to be known and operate effectively and reach the relevant customer base. The study's findings correlate with Shumba (2020), who argues that a good marketing mix is one of the reasons microfranchisees choose to operate their business through microfranchising.

According to the study's findings, an improved asset base is one of the microfranchising tools utilized to alleviate poverty. This correlates with Merz, Friedland and De Louw (2010)'s view that when businesspeople make a profit, they have created wealth for themselves, leading to owning more property. Shumba (2020) agrees with the findings when he posits that they will gain more assets when microfranchisees continue to run their microfranchises effectively. From the study's findings, an improved standard of living is one of the microfranchising tools used to alleviate poverty. The study's findings corroborate with Shumba (2020) that microfranchisees are determined to reduce poverty through employment creation and increase the

microfranchisees' potential. These findings are also supported by Gupta, Chauhan, Paul & Jaiswal (2020), who stated that the microfranchises business model should be used as it is a reproduction of the business systems implemented in the BoP. The study found that increased economic growth is one of the microfranchising tools used to alleviate poverty. These findings align with Sutter, Bruton and Chen (2019) that for microfranchises to survive and generate income and resources, they must focus on economic growth and the goal of alleviating poverty. Microentrepreneurs engaging in microfranchising should get adequate education and training to enhance their chances of contributing to economic growth (Awuh & Dekker, 2020).

The study revealed that finding a market gap can be used to alleviate poverty. These findings are supported by Geissodoerfer, Savaget and Bocken (2017), who believe that a huge market gap is unexploited in the BoP market. Microenterprises must take advantage of this by reorganizing their form of delivering products or services by providing cheap products or services to the market to be able to cater for low-income individuals. The study proffered the reduction of social ills as one of the microfranchising methods of reducing poverty. These findings correlate with Awuh & Dekker (2020), who argue that through the team microfranchise approach, there is a possibility of reduced theft, harassment, and assault, which hinders people from taking up opportunities of operating businesses through the new microfranchising. The collected data showed standardization as one of the microfranchising tools used to alleviate poverty. Shumba (2020) supports this notion when he argues that microfranchisees must maintain certain standards of the microfranchises, as some microfranchisors insist. These will ensure that microfranchises are operated in accordance with the standards and rules of a microfranchise business model.

IV. CONCLUSION

The study concludes that the microfranchising tools used to increase self-employment and alleviate poverty in Thohoyandou are business in a box, comprehensive training, employment creation, good marketing mix, improved asset base, improved standard of living, economic growth, market gap, reduction of social ills and standardization. It was noted that microfranchisees received assistance from microfranchisor in terms of training and operational resources. The study also stressed that microfranchisees created employment for themselves and people in the communities. This eventually allows microfranchisees and people in the communities to reduce poverty as they get some income. A good marketing mix is another microfranchising tool established in the study since microfranchisors provide microfranchisees with advertising, promotions, and reasonable prices to attract customers and assist them with financial support.

The study recommends that the government must offer financial support to the microfranchisees and prioritize microfranchising as a business model that increase self-employment and alleviates poverty. Financial and business training must continuously be given to the microfranchisees to sustain and grow their businesses. Furthermore, policymakers should create an enabling policy framework that fosters these enterprises' growth and sustainability.

The study's limitation is that the research was conducted in Thohoyandou, which means the findings may not be generalized in other towns, municipalities, or provinces beyond Thohoyandou. However, some conclusions may be derived, albeit with caution. This research was a qualitative one hence, a smaller sample was used. The researcher recommends that similar research can be done in other areas outside Thohoyandou to establish any similarities or differences in the conclusions. A quantitative study is also advised to understand the research subject comprehensively.

REFERENCES

- Alarifi, G., Robson, P., & Kromidha, E. (2019). The manifestation of entrepreneurial orientation in the social entrepreneurship context. *Journal of Social Entrepreneurship*, 10(3), 307-327.
- Anderson, A. R., & Lent, M. D. (2019). Enterprising the rural, Creating a social value chain. *Journal of Rural Studies*, 70, 96-103.
- Anderson, E. M., Johnston, K., Gunnarsson, R., & Larkins, S. (2018). Perceptions of a research honours programme embedded in a Bachelor of Medicine, Bachelor of Surgery degree: "The worst and best years of my life". *Focus on Health Professional Education: A Multi-disciplinary Disciplinary Journal*, 19(1), 1-11.
- Anuar, H., & Chin, O. (2016). The development of debt-to-equity ratio in capital structure model: A case of micro franchising. *Procedia Economics and Finance*, 35, 274-280.
- Awuh, H. E., & Dekker, M. (2020). Entrepreneurship in microfranchising: an emerging market perspective. *Journal of Entrepreneurship in Emerging Economies*.

- Bednar, D. J., & Reames, T. G. (2020). Recognition of and response to energy poverty in the United States. *Nature Energy*, 5(6), 432-439.
- Bitzer, V., & Hamann, R. (2015). The business of social and environmental innovation (pp. 3-24). Springer International Publishing.
- Blinder, V. S., & Gany, F. M. (2020). Impact of cancer on employment. *Journal of Clinical Oncology*, 38(4), 302.
- Bretas, V. P., & Alon, I. (2021). Franchising research on emerging markets: Bibliometric and content analyses. *Journal of Business Research*, 133, 51-65.
- Bruton, G., Sutter, C., & Lenz, A. K. (2021). Economic inequality—Is entrepreneurship the cause or the solution? A review and research agenda for emerging economies. *Journal of Business Venturing*, 36(3), 106095.
- Camenzuli, A., & McKague, K. (2015). Team microfranchising as a response to the entrepreneurial capacity problem in low-income markets. *Social Enterprise Journal*.
- Christensen, L. J., & Lehr, D. (2014). Overcoming institutional challenges in microfranchising. *Social Franchising*, 33-47.
- Doern, R., Williams, N., & Vorley, T. (2019). Special issue on entrepreneurship and crises: business as usual? An introduction and review of the literature. *Entrepreneurship & Regional Development*, 31(5-6), 400-412.
- Ercceg, A., & Kukec, L. (2017). Micro franchising as a tool for increasing self-employment and competitiveness: Croatian examples. *Ekonomski vjesnik: Review of Contemporary Entrepreneurship, Business, and Economic Issues*, 30(1), 181-191.
- Ercceg, A., Kelić, I., & Biloš, A. (2021). Evaluation of franchise system websites: the evidence from Croatia. *Engineering Management in Production and Services*, 13(1), 27-40.
- Fairbourne, J. S., Gibson, S. W., & Dyer, W. G. (Eds.). (2007). *Microfranchising: Creating wealth at the bottom of the pyramid*. Edward Elgar Publishing, 133-164. Brigham Young University: USA. Accessed 14 February 2023.
- Gaddefors, J. and Anderson, A.R., 2017. Entrepreneurship and context: when Entrepreneurship is greater than entrepreneurs. *International Journal of Entrepreneurial Behavior & Research*, 23(2), pp.267-278.
- Gupta, P., Chauhan, S., Paul, J., & Jaiswal, M. P. (2020). Social entrepreneurship research: A review and future research agenda. *Journal of business research*, 113, 209-229.
- Hassan, N. M., Mohd Rom, N. A., & Said, A. M. A. (2016). Micro-franchising for people at the Bottom of the Pyramid (BOP) in Malaysia. *Advanced Science Letters*, 22(12), 4564-4567.
- Kent, D., & Dacin, M. T. (2013). Bankers at the gate: Microfinance and the high cost of borrowed logics. *Journal of Business Venturing*, 28(6), 759-773.
- Larsen, N. N., Hannibal, M., & Evers, N. (2022). Social enterprises and B2B relationships: Toward a typology. In *The Routledge Companion to Marketing and Society* (pp. 238-253). Routledge.
- Lehr, D., & Christensen, L. J. (2017). Financing microfranchise start-up and growth. In *Microfranchising* (pp. 69-92). Routledge.
- Lin, L., Di, L., Zhang, C., Guo, L., & Di, Y. (2021). Remote Sensing of Urban Poverty and Gentrification. *Remote Sensing*, 13(20), 4022.
- List, A. (2017). 'Business models at the Bottom of the Pyramid: The influence of cultural aspects.' (Master's thesis, University of Twente).
- Melo, P. L. D. R., Carneiro-da-Cunha, J. A., & Borini, F. M. (2018). Brazilian microfranchising chains: entrepreneurs' backgrounds and perceptions of brands and support. *International Journal of Management and Enterprise Development*, 17(1), 53-75.
- Merz, C., Friedland, C., de Louw, R., Dorflinger, J., Maritz, J., van Rensburg, J., & Naudé, A. (2010). Sekhukhune: A Living-Lab Stimulating Economic Growth of Rural Micro-Enterprises in South Africa. *Living-Labs for Rural Development Results from the C@ R Integrated Project*, 143-160.
- Naatu, F., & Alon, I. (2019). Social franchising: A bibliometric and theoretical review. *Journal of Promotion Management*, 25(5), 738-764.
- Naatu, F., Alon, I., & Uwamahoro, R. (2022). Micro-franchising in the bottom of the pyramid market: Rwanda. *Journal of Social Entrepreneurship*, 13(1), 71-91.
- Noori, F., Delangizan, S., & Rezaee, B. (2021). The employment effect of technology transfer methods: A systematic review. *Journal of entrepreneurship development*, 14(2), 341-360.
- Obisanya, J. F. (2021). An Innovative Entrepreneurship Model to Promote Business Start-up via Research Project of Undergraduates in Nigeria. *Covenant Journal of Entrepreneurship*.
- Rogers, P. C., Fairbourne, J., & Wolcott, R. C. (2017). The diffusion of innovations through microfranchising 1. In *Microfranchising* (pp. 35-49). Routledge.
- Seawright, K., Greathead, S., Green, C., Westbrook, R., Bullock, I., & Mealey, C. (2012). Supply chain sustainability at the bottom of the pyramid: the context of microfranchising. Brigham Young University: United states of America. 13-30. Accessed 15 February 2023.

- Shumba, K. (2020). Developing entrepreneurship through microfranchising: evidence from South African practices. University of Venda. (Unpublished Doctoral dissertation): Limpopo Thohoyandou.
- Shumba, K., & Nkondo, L. (2020). An insight of the characteristics of micro-franchise businesses operating in South Africa. *Journal of Entrepreneurial Innovations*, 1(2).
- Sireau, N. (Ed.). (2017). *Microfranchising: How social entrepreneurs are building a new road to development*. Routledge.
- Sunanda, S. (2016). Microfranchising an Inclusive Business Model. *Social Sciences*, 3(3), 548-557.
- Sutter, C., Bruton, G. D., & Chen, J. (2019). Entrepreneurship as a extreme solution to poverty: A review and future research directions. *Journal of business venturing*, 34(1), 197-214.
- Valjus, j. (2015). Franchising as an internationalization method in emerging markets. Experiences of Robert's Coffee from Turkey. University of Turku. Finland. Pp.59-67.
- Valjus, J., Liuhto, K., & Makkonen, P. D. T. (2014). Franchising as an internationalization method in emerging markets. University of Turku. Finland. Pp.40-67.
- Webb, J. W., Kistruck, G. M., Ireland, R. D., & Ketchen Jr, D. J. (2010). The entrepreneurship process in base of the pyramid markets: The case of multinational enterprise/nongovernment organization alliances. *Entrepreneurship theory and practice*, 34(3), 555-581.
- Webb, P., & Fairbourne, J. (2016). *Microfranchising: A solution to necessity entrepreneurship*. In *Institutional case studies on necessity entrepreneurship* (pp. 195-224). Edward Elgar Publishing. Brigham Young University: USA. (Accessed 14 February 2023).