

**35<sup>th</sup> Annual International Society of Franchising Conference**  
**June 2-4, 2022**  
**McMaster University**

**UPDATED SCHEDULE (as of May 24, 2022)**

Conference Venue

Ron Joyce Center (RJC), DeGroot School of Business, McMaster University,  
4350 S Service Rd, Burlington, ON L7L 5R8 Canada  
Phone: (905) 525-9140 ext. 20536

Zoom link: **To be sent separately to conference participants**

All times reflect Eastern Daylight Time

**Thursday June 2, 2022**

**13:00-13:30 (1:00 – 1:30)**

**Registration & Light Refreshments**

Location: Executive Lounge, 3<sup>rd</sup> Floor, RJC

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**13:30- 13:45 (1:30-1:45)**

**Welcome & Opening Remarks**

Location: Executive Classroom, 3<sup>rd</sup> Floor, RJC (Virtually viewable via Zoom link)

Speakers: - Manish Kacker and Audhesh Paswan (Conference Co-Chairs)  
- Gillian Mulvale, Associate Dean (Graduate Studies and Research),  
DeGroot School of Business, McMaster University  
- Manuel González-Díaz (President, ISOF)

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**13:45- 14:30 (1:45-2:30)**

**2022 Rosenberg International Franchise Center/ISOF Eminent Scholar  
Award Presentation to Dr. Francine Lafontaine and Keynote Speech**

Location: Executive Classroom, 3<sup>rd</sup> Floor, RJC (Virtually viewable via Zoom link)

Speakers: - E Hachemi Aliouche, Director of Rosenberg International Franchise Center  
at the University of New Hampshire, USA  
- Francine Lafontaine, Interim Dean, William Davidson Professor of Business  
Administration and Professor of Business Economics and Public Policy,  
Ross School of Business, University of Michigan, USA

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**14:30- 14:45 (2:30-2:45) Break**

Location: Executive Lounge, 3<sup>rd</sup> Floor, RJC

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**14:45-16:30 (2:45-4:30) Session I**

Location: Executive Classroom, 3<sup>rd</sup> Floor, RJC (Virtually viewable via Zoom link)

Chair: Frank Wadsworth, Indiana University – Purdue University Columbus, USA

**Automated Text Applications in the Context of Franchise Disclosure Documents**

Benjamin Lawrence, Georgia State University, USA

Yanqing Wang, Georgia State University, USA

Yinghao Pan, University of North Carolina at Charlotte, USA

Charlotte S. Alexander, Georgia State University, USA

**Performance of Knowledge Transfer Mechanisms: The Case of Franchising**

Miona Pajic, University of Vienna, Austria

Nina Gorovaia, Frederick University, Cyprus

Josef Windsperger, University of Vienna, Austria

**Market Coverage, Ownership, and Outlet Survival: Evidence from the U.S. Fast-Food Industry**

Jingbo Zhang, University of Texas of Permian Basin, USA

Robert E. Stassen, University of Arkansas, USA

**Franchise System Failure – Revisited**

Steven H. Mohler, Indiana University – Purdue University Columbus, USA

Frank Wadsworth, Indiana University – Purdue University Columbus, USA

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**16:30-17:30 (4:30-5:30)** - Return to conference hotel (Hilton Garden Inn Toronto/Burlington) before bus departs at 17:30 (5:30) for conference dinner at Edgewater Manor Restaurant

**17:30 – Meet in lobby of conference hotel (Hilton Garden Inn Toronto/Burlington) for chartered bus; Return departure (at approximately 21:00) will be to conference hotel**

Dinner Location: Edgewater Manor Restaurant, Stoney Creek, Ontario

Friday June 3, 2022

**8:00-9:30 (8:00-9:30) Session 2**

Location: Virtual (Zoom)

Chair: Marko Grünhagen, Eastern Illinois University, USA

**Investigating Control Mechanisms in Franchising Relationships: Evidence from the Australian Automotive Industry**

Adiba Fattah, University of the Sunshine Coast, Australia

Lorelle Frazer, University of the Sunshine Coast, Australia

**Effective Franchise Contracts: The Role of Contract Dimensions and Contractual Relational Norms**

Areej Saad Alshamrani, Monash University, Australia

Sudha Mani, Monash University, Australia

Shanfei (Sophie) Feng, Monash University, Australia

**Every Age Has Its Problems: An Investigation of Litigation Motives In Franchise Contracts**

Odile Chanut, Jean Monnet University, Lyon University, France

Marc Fréchet, Jean Monnet University, Lyon University, France

**Consumers' Perception of Franchising: A Comparative Study of Nigeria and France**

Jide Festus Awokoya, Rennes School of Business, France

Dildar Hussain, Rennes School of Business, France

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**9:30-9:45 (9:30-9:45) Break**

Location: Virtual (Zoom)

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**9:45-11:15 (9:45-11.15) Session 3**

Location: Virtual (Zoom)

Chair: Josef Windsperger, University of Vienna, Austria

**Decentralization, Output Control, and Process Control in Franchise Networks**

Zeinab Esmaeili, University of Vienna, Austria

Josef Windsperger, University of Vienna, Austria

**Multiple Identities in Franchising**

Marko Grünhagen, Eastern Illinois University, USA  
Anna Watson, Edinburgh Napier University, UK  
Manuel González-Díaz, University of Oviedo, Spain  
Olufunmilola (Lola) Dada, Lancaster University, UK

**The Good, the Bad, and the Ugly: Franchising has a Joint Employment and Independent Contracting Problem**

Robert W. Emerson, University of Florida, USA

**Dual Distribution: A Study for Franchising In Brazil**

Jaimy Játiva, Escuela Politécnica Nacional, Ecuador  
Joseph Kaswengi, Université d'Orléans, France  
Cintya Lanchimba, Escuela Politécnica Nacional, Ecuador  
Eugênio José Silva Bitti, University of São Paulo, Brazil

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**11:15-12:00 (11:15-12:00) Break**

Location: Virtual (Zoom)

Time for in-person participants to travel from conference hotel to conference venue (RJC)

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**12:00-13:30 (12:00-13:30) Lunch**

Location: Executive Lounge, 3<sup>rd</sup> Floor, RJC

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**13:30-14:30 (1:30-2:30) Panel Discussion: “The Future of Franchising Research: Exploring Fruitful Avenues of Scholarship”**

Location: Executive Classroom, 3<sup>rd</sup> Floor, RJC (Virtually viewable via Zoom link)

Chair: Manuel González-Díaz, University of Oviedo, Spain

Panel: James Combs, University of Central Florida, USA  
Francine Lafontaine, University of Michigan, USA  
Benjamin Lawrence, Georgia State University, USA

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**14:30- 14:45 (2:30-2:45) Break**

Location: Executive Lounge, 3<sup>rd</sup> Floor, RJC

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**14:45-16:30 (2:45-4:30) Session 4**

Location: Executive Classroom, 3<sup>rd</sup> Floor, RJC (Virtually viewable via Zoom link)  
Chair: Dildar Hussain, Rennes School of Business, France

**How Well Do Outlets' "Early Days" Predict Future Performance? Evidence from a Franchise System's International Expansion**

Amrita Mitra, Ivey Business School at Western University, Canada  
Kersi D. Antia, Ivey Business School at Western University, Canada

**Contract Design and Maintaining Sales Leadership: Evidence from Franchise Systems**

Farhad Sadeh, Eastern Illinois University, USA  
Kamran Eshghi, Laurentian University, Canada  
Hadi Eslami, University of New Brunswick, Canada

**Franchise Governance in Response to Covid-19: An Automated Text Analysis of Franchise Disclosure Documents**

Benjamin Lawrence, Georgia State University, USA  
Charlotte S. Alexander, Georgia State University, USA

**Teaching Case Study - Comfort Dental: Franchising in Dental Care**

Nina Gorovaia, Frederick University, Cyprus

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**16:30-17:30 (4:30-5:30)** - Return to hotel (Hilton Garden Inn Toronto/Burlington) before bus departs at 17:30 (5:30) for campus tour and conference reception/dinner at McMaster University (main campus in Hamilton)

**17:30 – Meet in lobby of conference hotel (Hilton Garden Inn Toronto/Burlington) for chartered bus; Return departure (at approximately 21:00) will be to conference hotel**

Reception/Dinner Location: The Phoenix Bar and Grille, McMaster University, Hamilton, Ontario

Saturday June 4, 2022

**8:00-9:30 (8:00-9:30) Session 5**

Location: Virtual (Zoom)

Chair: Kamran Eshghi, Laurentian University, Canada

**Franchising As a Business Model – Is It Dying Out or Still Going Strong in the 21st Century?**

John M. Y. Ng, University of Management and Technology, USA

**An Empirical Study on How Psychosocial Factors Impact on Franchisee Satisfaction**

Greg Nathan, Franchise Relationships Institute, Australia

**Pick Me! The Strategic Management of Signals During the Franchisee Recruitment Process**

Corentin Le Bot, Univ Rennes, France

Rozenn Perrigot, Univ Rennes and Rennes School of Business, France

Anna Watson, Edinburgh Napier University, UK

Gérard Cliquet, Univ Rennes, France

Anne-Lise Escalard, Univ Rennes, France

**Two Peas in A Pod: Acquisitions in And of Franchise Chains**

K.J. (Killian) McCarthy, University of Groningen, Netherlands

E.P.M. (Evelien) Croonen, University of Groningen, Netherlands

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**9:30-9:45 (9:30-9:45) Break**

Location: Virtual (Zoom)

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**9:45-11:15 (9:45-11.15) Session 6**

Location: Virtual (Zoom)

Chair: Ab Igram, Babson College, USA

**Franchising In the Gastronomic Sector: The Quest for An Equilibrium Between Chain Uniformity and Franchisee Autonomy**

Rozenn Perrigot, Univ Rennes and Rennes School of Business, France

**Valuing Governance in Franchise Retail Organizations**

Martin Ludvigsson-Wallete, Linnaeus University, Sweden

**Not Seeing the Wood for the Trees? Standardising Mandated Disclosure in the Franchise Context - The Value of Standardising Mandated Disclosure in the Franchise Context**

Michala Meiselles, University of Derby, UK

**Franchises, Advertising, and Speech**

Robert W. Emerson, University of Florida, USA

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**11:15-11:30 (11:15-11:30) Break**

Location: Virtual (Zoom)

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**11:30-12:15 (11:30-12.15) Session 7**

Location: Virtual (Zoom)

Chair: Benjamin Litalien, Georgetown University, USA

**A Case Study of Inter-Institutional Collaboration to Support Diversity in Franchising**

Denise M. Cumberland, University of Louisville, USA

Kathleen Gosser, University of Louisville, USA

**The Impact of Franchising Courses within Higher Education Institutions**

Denise M. Cumberland, University of Louisville, USA

Benjamin Thomas, University of Louisville, USA

Kathleen Gosser, University of Louisville, USA

John P. Hayes, Palm Beach Atlantic University, USA

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**12:15-12:45 (12:15-12:45) Break**

Location: Virtual (Zoom)

Packed lunch for in-person participants at conference hotel/venue

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**12:45-13:45 (12:45-1.45)**

Location: Virtual (Zoom)

**Conference closing and awards (12:45-13:00)**

**Introduction to ISOF 2023 Conference (13.00 – 13.15)**

**Annual Business Meeting of ISOF (13.15 – 13.45)**

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**14:30 - Until (2:30-Until) Optional Sightseeing (Separate Fee Applies)**

Location: Niagara region and Niagara Falls – Departure from Conference Hotel