-Quasi-Franchisees, Chains That Look Like Franchises, but Aren’t, (1999) ISOF
-Molly Maids (case study) Western Business School (1983)
-The Body Shop (case study) Ivey School of Business (1999)

**Thoughts**
As you read the material consider the following questions:
1. What are the advantages and disadvantages to a business and to a franchisee in adopting the franchise method of doing business?
2. Why do people become franchisees?
3. What are the risks inherent to each of the parties in a franchise relationship?
4. What is the fundamental reason for the success of a franchise business?