

# Use of Sampling Techniques in Culinary Management.



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**Abstract:**

This research paper focuses on identifying the various sampling techniques that can be applied in the field of culinary management. The main objectives of the study are to identify the major factors that play a role in setting up a particular franchise and also to focus on the area of relevant staff selection for the franchise. Based on the literature review of the study, selecting a strategic location can be termed as the most crucial factor that can improve sales of the franchise. Also, purposive sampling technique can be used for the location selection criteria. Whereas, for staff selection, it is necessary to recruit relevant personnel for improving the customers' experience at the fast-food joint. Moreover, sampling techniques such as quota sampling, cluster and purposive sampling, as well as cluster sampling could be applied for recruiting good quality staff.

## **Introduction.**

Culinary management is an educational program that focuses on preparing the students for the practical side of running a particular restaurant. The culinary management program differs from the culinary arts program as students are involved in the fields of restaurant management, human resources issues, kitchen safety, menu planning, food safety issues, and various other food industry-related areas instead of specializing in food preparation procedures or the cooking aspect of the restaurant industry. (Jones, 2010) Culinary management basically involves aspects such as the effective running of a restaurant and also ensuring whether everything is running smoothly around the place. People associated with this field need to have management skills and communication skills since they will have to coordinate effectively with the restaurant staff and also ensure whether customers are satisfied with the service provided. The findings indicated that restaurant location has a significant positive effect on brand equity and its dimensions namely, brand image, brand loyalty, brand preference, and brand leadership.

The success or failure of service companies relies solely on their frontline employees. Bad hiring decisions not only have a negative effect on a company financially but also on employee morale, which, in turn, could lead to more bad personnel selection decisions. Choosing an effective personnel selection strategy for organizations is dependent on the alignment of the corporate strategy, human resources strategy, and the legality of the selection and hiring process. (Racey, 2017).

Through this research paper, we aim to emphasize on external as well as internal aspects related to the setting up and effective running of a franchise in India. The study will focus on the following objectives:

- Factors that play a major role in setting up a franchise.
- Staff selection for a particular franchise.

Moreover, we also aim to identify the various kinds of sampling techniques that can be used for the above two objectives.

## **LITERATURE REVIEW.**

### ***Franchising.***

Franchising is based on a marketing concept which can be adopted by an organization as a strategy for business expansion. For the franchisor, use of a franchise system is an alternative business growth strategy, compared to expansion through corporate owned outlets or chain stores. Adopting a franchise system business growth strategy for the sale and distribution of goods and services minimizes the franchisor's capital investment and liability risk.

Franchising is not an equal partnership, especially due to the legal advantages the franchisor has over the franchisee. But under specific circumstances like transparency, favourable legal conditions, financial means and proper market research, franchising can be a vehicle of success for both franchisor and franchisee. (Wingrove & Urban, 2017).

### ***Franchise site location factors***

Various models of site selection and location exist within the fast food and general retail environment, with the most prominent model, the location-allocation model, analysing the relationship between the facilities available within the location as well as the demand density within the area. (Wingrove & Urban, 2017).

*Accessibility:* Accessibility is the ease with which a customer can get into and out of a site. To assess a site's accessibility, a fast food outlet or retailer simultaneously evaluates several factors such as road patterns, road conditions and barriers. (Wingrove & Urban, 2017)

*Competitive intensity:* Competitive intensity is conceptualised as the level of direct competition that the local firm faces within its immediate business domain. Competitive intensity can increase competitive advantage and influence consumer purchasing behaviour over time because competition erodes customers' perceptions of differential advantage along unsustainable dimensions. (Wingrove & Urban, 2017).

*Convenience:* Convenience is a multidimensional construct and research shows that convenience is significantly related to customer satisfaction and behavioural intentions, consumer switching behaviour and customer perceptions and retention. Convenience has also been found to act as a positive moderator of satisfaction's effects on repurchase visits and spending. Location and convenience are well established key success factors within the retail environment. (Wingrove & Urban, 2017).

***Importance of Location for setting up a franchise :***

The choice of location is a very important factor that can affect the success or failure of a restaurant. They added that the success of allocation is revealed through the physical site and its demographic surroundings. In other words, a good location is one that takes into consideration the geographic, demographic, and psychographic factors, and any changes in these factors could have significant influence on the degree of location attractiveness. Also, location infrastructure quality should be benchmarked and measured against key competitors in order to obtain sustainable competitive advantage and enhance brand performance. For instance, a good location of a restaurant which provides several services to customers such as sufficient parking, ease of access, or situated near to the city provides its brand with competitive advantage over those whose locations cannot provide such services. The location in which a company operates its business is a key determinant of future success. (Hanaysha, 2016).

Location is one of the main factors behind successful fast-food operations. Without having a good location, expert management and food quality may not be able to overcome the challenges of operation. Additionally, site location has become very important as markets have reached a level of saturation. For this reason, it is a risk if restaurant management over-stress the significance of location in the operations of the fast-food industry. (Hanaysha, 2016).

## ***Purposive Sampling***



Purposive sampling (also known as judgment, selective or subjective sampling) is a non-probability sampling technique in which a researcher relies on his or her own judgment when choosing members of the population to participate in the study.

Researchers often believe that they can obtain a representative sample by using a sound judgment, which will result in saving time and money”.

Alternatively, a purposive sampling method may prove to be effective when only limited numbers of people can serve as primary data sources due to the nature of research design and aims and objectives. (“Purposive Sampling”, 2021).

### ***Advantages of Purposive Sampling*** (Judgment Sampling).

Purposive sampling is one of the most cost-effective and time-effective sampling methods available.

Purposive sampling may be the only appropriate method available if there are only limited number of primary data sources who can contribute to the study

This sampling technique can be effective in exploring anthropological situations where the discovery of meaning can benefit from an intuitive approach. (“Purposive Sampling”, 2021)

### ***Disadvantages of Purposive Sampling*** (Judgment Sampling).

- Vulnerability to errors in judgment by researchers.
- Low level of reliability and high levels of bias.
- Inability to generalize research findings

Because of these disadvantages the purposive sampling (judgment sampling) method is not very popular in business studies, and a majority of the dissertation supervisors usually advise selecting alternative sampling methods with higher levels of reliability and low bias such as quota, cluster, and systematic sampling methods. (“Purposive Sampling”, 2021)

***Cluster sampling:***

Cluster sampling is a probability sampling technique where researchers divide the population into multiple groups (clusters) for research. Researchers then select random groups with a simple random or systematic random sampling technique for data collection and data analysis.

***Cluster sampling advantages***

There are multiple advantages to using cluster sampling. Here they are:

- Consumes less time and cost: Sampling of personnel divided groups requires less work, time, and cost. It's a highly economical method to observe clusters instead of randomly doing it throughout a particular group of personnel by allocating a limited number of resources to those selected clusters.
- Convenient access: Researchers can choose large samples with this sampling technique, and that'll increase accessibility to various clusters.
- Data accuracy: Since there can be large samples in each cluster, loss of accuracy in information per individual can be compensated. Each interviewer will have to handle a cluster with the same applications which will create a good comparison between candidates for the interviewer and more accuracy will be found in the selection.
- Ease of implementation: Cluster sampling facilitates information from various areas and groups. Researchers can quickly implement it in practical situations compared to other probability sampling methods.

***Disadvantages of Cluster Sampling***

Despite its benefits, this method still comes with a few drawbacks, including:

1. Biased Sampling: The method is prone to biases. If the clusters representing the entire population were formed under a biased opinion, the inferences about the entire population would be biased as well.
2. High sampling error: Generally, the samples drawn using the cluster method are prone to higher sampling error than the samples formed using other sampling methods.



### ***Quota sampling***

Quota sampling is a non-probabilistic version of stratified sampling.

Quota sampling is a type of non-probability sampling method. This means that elements from the population are chosen on a non-random basis and all members of the population do not have an equal chance of being selected to be a part of the sample group.

#### ***Advantages:***

Accurately represents the entire population: Quota sampling is all about taking into account population proportions. Since researchers use specific quotas, they can avoid over or underrepresentation and create a sample that matches the population being studied.

Saves time: Using quotas is much faster than probability sampling methods. Unlike stratified random sampling, quota sampling doesn't require a sampling frame or strict random sampling techniques.

Convenient: Since quota sampling saves time and resources, it's easier to carry out than other sampling methods. Plus, interpreting the responses received from a quota sample is more straightforward—and often takes fewer resources.

Saves money: Quota sampling can get you usable results at an affordable cost. That's why this sampling method is generally a budget-friendly option for market research.

#### ***Disadvantages:***

Inaccuracy is possible: Remember, only the pre-determined traits of the population are taken into account when researchers create subgroups for quota sampling. In a study that includes subgroups of gender and income, the final sample may not accurately represent other traits like age, race, or religion.

Selection isn't random: Since quota sampling doesn't use random selection, it's impossible to determine if a sampling error has occurred.

Bias can become a problem: In quota sampling, it's generally left up to the researchers to decide who is sampled. Unknowingly or not, they may select based on convenience, cost, or other biases.

***Recruiting.******Definition***

Recruitment refers to the process of identifying, attracting, interviewing, selecting, hiring and onboarding employees. In other words, it involves everything from the identification of a staffing need to filling it. (Racey, 2017)

***Methods/forms of recruiting.***

- Direct advertising. ...
- Talent pool databases. ...
- Employee referrals. ...
- Boomerang employees. ...
- Promotions and transfers. ...
- Employment exchanges. ...
- Recruitment agencies. ...
- Professional organizations.

***Pros and cons of recruiting through intense processes.***

	PROS	CONS
1	Another call for vacancies and recruitment process is not needed if proper personnel are chosen	Can be expensive
2	Skilled candidates hence less training and orientation	Time consuming
3	Employee performance gets high	High employee turnover rate

## **RESEARCH METHOD**

### ***CONCEPT***

The study will consist of two phases. The first phase will focus on the area of setting up a franchise (food and beverages) and identifying the relevant location while the second phase will look at strategies franchise managers use to select personnel.

Entrepreneurial marketing is a marketing aspect that focuses on the need to create and develop a network which is capable of supporting a company. There are four indicators used to measure entrepreneurial marketing variables according to [Kotler, “Manajemen Pemasaran,” 11th ed., PT. Indeks Kelompok Media, 2008]: concepts, strategies, methods, and market intelligence.

### **STATEMENT1** : Factors involved to set up a Franchise(food & bevareges)

#### **STRATEGY**

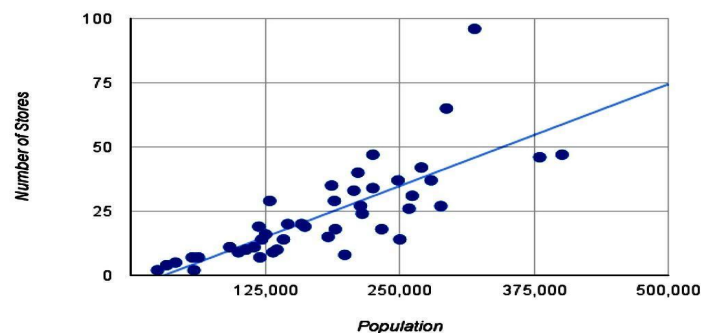
Franchises are successful because of their reputation in the market. They are more successful because customers know what to expect. It's the strength of the brand that will keep customers coming back in the long term.

*S1 : Location Strategy*

*S2 : Focused Destroy Strategy*

If we look at a real-life example, then we can observe that Starbucks has been using 'Prime Location Strategy' and 'Focused Destroy Strategy'. Starbucks is currently the leading company in the coffee franchise industry and already chooses the best location in most of the business districts [An Empirical Analysis of Coffee Franchise Location Strategies: Evidence from Gyeonggi Province]. It operates large-scale stores to appeal visually and to provide an environment of community meeting spot because Starbucks aims to make its stores a 'third place' besides home and work. This helps Starbucks keep a strong market position and a powerful brand image.

One of the goals of this research is to compute that location matters to a franchise (food and beverages)



Above figure illustrates the scatter plot and the line of best fit. The correlation coefficient is positive, 0.77, which tells us that there are more franchises where potential customers are more.

*S3; Low-Cost Strategy*

The McDonald's strategy is all about managing supplier relationships and keeping costs down in order to attract more customers and ultimately increase the sales.

## ***METHODOLOGY***

Purposive sampling enables researchers to squeeze a lot of information out of the data that they have collected. This allows researchers to describe the major impact their findings have on the population.

While selecting a suitable location for the franchise, the company has to consider various factors and parameters. The company has a lot of factors in consideration regarding the location that they want to choose to set up their franchise. To make sure that the location encompasses all the attributes that the company desires, they perform purposive sampling to select locations on their own judgement and purpose ensuring that the particular location they are choosing has all the required characteristics that will help in booming their finance and set up a good reputation and working of the franchise on the whole.

While the findings from purposive sampling do not always have to be statistically representative of the greater population of interest, they are qualitatively generalizable. The more prior information that researchers have about their particular communities of interest, the better the sample that they're going to select



Further we discuss that staff selection plays a crucial role. Restaurant staff is one of the main aspects responsible for making or breaking the reputation of the restaurant. Like any other sector, recruitment and selection process for restaurants is equally important.

**STATEMENT 2:** -Strategies franchise managers use to select personnel.***HYPOTHESIS***

**Null Hypothesis:** - Bad hiring decisions make a negative effect on the review of a franchise.

**Alternate Hypothesis:** - Bad hiring decisions do not make a negative effect on the review of a franchise.

Personnel selection is the process of recruiting, selecting, hiring, and promoting employees with the intention of choosing the right individual who will make the most valuable contribution to the organization business. (Racey, 2017)

No business owner wants to hire the wrong person for a job. Hiring the wrong candidate doesn't only impact on productivity but also creates negative consequences financially. On top of the financial costs, there is also the potential for internal disruption and unrest amongst other employees in the company. These employees may be forced to pick up extra work and responsibilities because of the inadequacies of their new colleague, meaning that morale will fall. While managers may focus their time and attention on the new employee, fellow colleagues may feel dissatisfied and disengaged. Each company will have to determine their optimal method of finding employees that fit their culture, and what will allow them to retain talent. When you hire the wrong person, you'll likely find yourself looking for ways to reassign the employee or working tirelessly to fit him or her into the organization in some way. Poor customer service can contrarily affect a business in an assortment of ways.

While there are many things that keep a restaurant running, one of the most important sources of fuel for the business's continued success is great employees. The staff is not only the customer's first impression, but they are responsible for creating the entire dining experience, from seating to serving to dessert and clean-up. A well-selected and well-trained staff is the secret to keeping a restaurant running smoothly, and one of the sure-fire ways to guarantee success. A great staff will keep operations in tip-top shape and can help keep the restaurant functioning efficiently and cost-effectively. By starting out employees with a solid foundation, you will be investing in the future of your restaurant—you never know when today's dishwasher will show a culinary talent that can revolutionize your restaurant. A trained employee is far more likely to be loyal to the restaurant and stay with you through good times *and* tough times. By having a great core of

employees, you'll have less turnover, and this can actually cut overall restaurant costs. (Racey, 2017)

Sometimes, the customer is more willing to go for what the server proposes, and may end up spending more money, thus improving sales. When each individual employee is working more efficiently and not having to pause to figure things out as they go or slowing down the system, they allow all of the other employees to work efficiently, too. The cumulative effect is that when your employees work more efficiently, from the host to the servers to the line cooks, things get done faster. This means that your tables will turn faster, and the restaurant will make more money. Also, a proper selection program can promote a more healthy relationship between employees and the management. (Racey, 2017)

**Conclusion:** By taking the time to properly select your employees, you are investing in the overall health and longevity of your restaurant. It's worth taking the time to select and train employees thoroughly, because it is a sure-fire way to guarantee that your establishment is delivering the best dining experience possible for your customers.

## ***BASIC STEPS IN RECRUITING PERSONNEL :-***

### **1. Job Analysis**

A job analysis is the process used to collect information about the duties, responsibilities, necessary skills, outcomes, and work environment of a particular job.

First the restaurant needs to take into consideration what all staff they need to hire for e.g. managers, cooks, waiters/waitress, assistants, cleaners etc.

### **2. Job specification and job description**

Job specification is a description of the qualifications, skills, experience, knowledge and other attributes (selection criteria) which a candidate must possess to perform the job duties.

Job description describes the work candidates would do if hired. If the job description is unclear, it might be because you don't know the ideal candidate you need.

### **3. Vacancies advertised**

On job advertising websites, company's website/newsletter, online job boards, social media platforms, national press or newspapers etc.

### **4. Candidates will register**

Based on job specification and job description, candidates will register

The candidates who will register for the job will be our POPULATION.

### **5. Screening the candidates**

Screening the candidates is a crucial step so as to analyze if they fit in the job specifications mentioned and required by the restaurant.

**Reading résumés-** creating a system for cross-checking the job requirements and skills as described on the job description with the facts on a résumé.

Screening can also be done through **phone screening-** talking on the phone with the candidate or a short phone interview.

**Checking social media** networks like Facebook, linkedIn and twitter of the registered candidate.



**Email interactions-** Emails are another way to analyze a candidate's writing skills along with their ability to communicate clearly and concisely.

After screening, suitable candidates are selected for an interview.

## **6. Clustering/Grouping**

### **Dividing and grouping the candidates in clusters according to their job application.**

The candidates who are selected for the interview are further divided into clusters/groups based on their job application. These groups are only referred and known by the interviewing or managing staff and not the candidates themselves.

This includes kitchen staff, cleaning staff, waiters and self-service staff, receptionists, staff in charge of deliveries etc.

### **7. Setting interviewers in-charge of each cluster group.**

An interviewer is set over each cluster or group. The interviewer is the person tasked to complete the interview; that is, to present the questionnaires – pose the questions, listen to and record the answers of the interviewees – in accordance with the procedures and regulations presented in this manual. The interviewer has to interview the candidates under their respective group and grade candidates based on the interview and performance.

### **8. Interviewers conduct interviews or practical sessions for the candidates and choose the proper ones based on their grades.**

Some restaurants may end their recruitment process with this and send the final call letter to the selected candidates.

### **9. Sending offer letters to selected candidates and calling them for training and practical selection**

While employee orientation involves organizational information and expectations, employee training focuses on the acquisition of specific knowledge, skills, and attitudes. All new hires are not created equal, and a good training program can even out the differences significantly.

The problems that can potentially arise from lack of training, or from poor training, are numerous and serious:

1. Low productivity
2. Mistakes (often costly)

3. Poor morale
4. Employee grievances
5. High waste
6. Customer complaints
7. Lost revenue

Properly trained employees deliver better service, are usually happier in their jobs, and are more motivated to accept new challenges and information (because they don't feel overwhelmed).

### **10. Selecting candidates based on their performance**

Some restaurants would want to narrow down their employee list furthermore for which they will observe the employee during training sessions and after training practical sessions to choose the best fit employees for their restaurants.

A study finding revealed that level of expertise, knowledge, technical know-how, confidence, remuneration, physical attributes, cleanliness and neat dressing, legislation diversity, candidate's health and nature of the job were relevant factors considered in the recruitment process. All these attributes are analyzed during training.

"We know that if we look after our staff, they will look after our customers. Work can be a large part of our lives, so our people deserve an employer who cares. That's why one of our Values is 'Treat people how we like to be treated'".

-CEO, of Tesco Terry Leahy

## ***SAMPLING METHODS USED FOR EMPLOYEE SELECTION AT RESTAURANTS:-***

For selecting staff we can use three different types of sampling techniques :-

1. QUOTA SAMPLING
2. CLUSTER AND PURPOSIVE SAMPLING
3. CLUSTER SAMPLING

### **1. QUOTA SAMPLING**



#### ***Process***

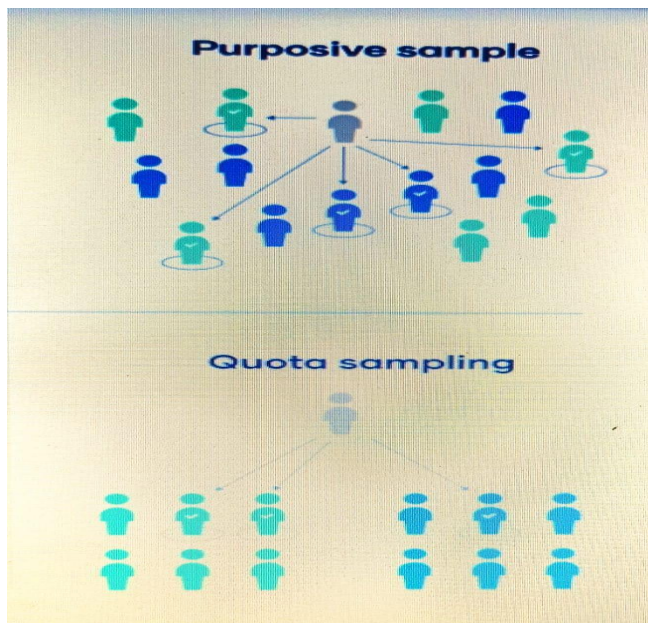
In quota sampling, a population is first segmented into mutually exclusive sub-groups, just as in stratified sampling. The candidates who are selected for interview after screening are categorized into different groups of respective staff categories according to their job application/job title. For instance, there is one group which has all those who have applied for the managerial department, another has kitchen department, and another has hospitality department etc. Then different groups of each staff category are formed, and candidates are sent into different groups according to their job application. An interviewer is set in-charge of each group and is responsible for conducting the interviews for the candidates of that particular group.

The interviewer will not use any random method but by using his own judgement and knowledge he will give grades or select personnel who are suitable for their restaurant. Such a judgment is used to select the subjects or units from each group.

Further if the restaurant wants to perform another filtration of employees, then they conduct training sessions or practical sessions where they test the candidate's live performance, expertise, knowledge, technical know-how, confidence, remuneration, physical attributes, cleanliness, neat

dressings, communication skills etc. Based on their gradation in these attributes the restaurant further narrow downs the list of personnel chosen for the restaurant.

## 2. CLUSTER AND PURPOSIVE SAMPLING



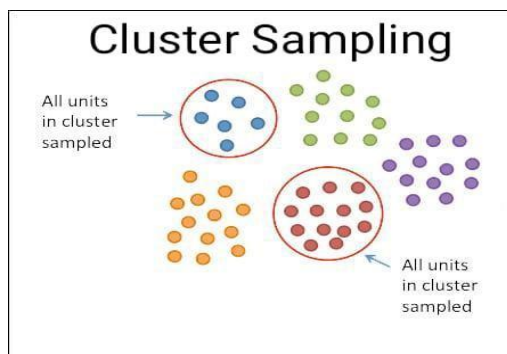
### *Process*

In this method, the candidates who are selected for an interview after screening are categorized into different clusters of respective staff categories according to their job application/job title. For instance, there is one group which has all those who have applied for the managerial department, another has the kitchen department, and yet another has the hospitality department etc. Then different Clusters of each staff category are formed, and candidates are sent into respective clusters according to their job application. An interviewer is set in-charge of each cluster and is responsible for conducting the interviews for the candidates of that particular group.

With the help of purposive sampling, the interviewer will give grades and select candidates with his own judgement and according to the criteria set by the restaurant whoever he feels are best fit for their restaurant. For example, if a restaurant wants to select a chef of 2 years' experience then the restaurant can select a sample which consists of chefs and then by purposive sampling select a chef.

Further if the restaurant wants to perform another filtration of employees, then they conduct training sessions or practical sessions where they test the candidate's live performance, expertise, knowledge, technical know-how, confidence, remuneration, physical attributes, cleanliness, neat dressing, communication skills etc. Based on their gradation in these attributes the restaurant further narrow downs the list of personnel chosen for the restaurant. In this case another round of cluster and purposive sampling can be performed.

### 3. CLUSTER SAMPLING



#### ***Process***

Some restaurants prefer to allocate jobs themselves to the candidates based on their resume, experience, interview and practical sessions. In that case, the interview/practical session/reviewing of resumes is conducted and the candidates are given grades based on their performance after which they are divided into groups with the help of cluster sampling.

After clustering them, there are clusters formed according to different gradations. After this, they are given job roles based on the cluster grades they are allocated into. For the cluster containing personnel with highest grades, they can be given job roles which need high efficacy or experience and skills. And similarly for the cluster containing personnel with lowest grades, they can be given job roles which need low efficacy or skills. For example, there are registrations of candidates who are 10th pass. Giving managerial roles to them can be a high risk for the restaurant management. So, the restaurant can allocate them into the lowest grade cluster. For allocation of job roles such as cleaners, waiters, etc. this method can be used and can prove effective.

## **CONCLUSION**

Based on the literature review, we can conclude that location selection and staff selection are one of the key factors that can help in the setting up of a franchise in India.

Location selection is important for service facilities. Since it determines the business conditions such as sales, potential and competition. store locations exhibit the business strategy of service firms. We find that the number of stores (Franchise) generally increases as the district population - the number of potential customers. A strategic location that takes into account geographic, demographic and psychographic factors can improve sales to a large extent.

Having good employees is a clear indication of a good restaurant and the best service. Failure to select the best personnel can result in poor customer service and the deterioration of the firm's financial performance due to costs associated with turnover, recruiting, personnel selection and training. Hiring the wrong candidate doesn't only impact on productivity but also creates negative consequences financially. Therefore, it is essential to hire the best staff.

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Strategies for Avoiding Business: Failure of Local Franchise  
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