

FRANCHISING OPPORTUNITIES FOR ENTREPRENEURS

Inside:

- › The economic benefits of franchising
- › How local and international franchises are transforming the economy
- › Franchising opportunities for established and future entrepreneurs
- › How can Monsha'at help?

THE ABCs OF FRANCHISING

Franchising definition

The franchisor, who owns the trademark or trade name, grants the right to another individual called the franchisee to run the business using their brand name under specific terms laid out in a franchise agreement. This agreement includes the franchisor's responsibility to offer technical expertise and knowledge to the franchisee, as well as setting the rules for how the franchise operates. In return, the franchisee compensates the franchisor through financial or non-financial means, excluding any payments for the goods or services provided by the franchisor to operate the franchise.

In this arrangement, the franchisor provides the franchisee with the necessary tools to establish and operate a business that is consistent with the franchisor's brand standards and business practices. This typically includes the use of the following assets:



Trademarks



Proprietary knowledge



Operating manuals



Training programs



Marketing strategies



Ongoing assistance

Franchisors benefit in a number of key ways, from short-term profits to long-term brand expansion and increased market share.

- › **Initial franchise fee**
- › **Ongoing royalties**
- › **Contributions to advertising**
- › **Expanded brand presence**

Franchisees can potentially benefit from all the things that define a well-established business.

- › **Established brand recognition**
- › **Proven business model**
- › **Innovation & research**
- › **Access to resources & buying power**
- › **Network & community of franchisees**
- › **Training and support from franchisor**
- › **Marketing & advertising from regional & national campaigns**

Franchises thrive across a number of commercial activities:¹



Food & beverage



Real estate



Hospitality



Automotive



Fitness & wellness



Entertainment



Cleaning & maintenance



Education & tutoring



Retail & convenience



Medical care



Logistical services



Sports

Agency vs Franchise: Finding the right fit for expansion

An agency agreement allows a business to gain new customers through the services of an agent, who sells the product on their behalf. Rather than purchase the product, the agent markets and sells it in exchange for a commission. The agent is paid directly by the supplier and assumes no liability from the sale, but does represent the brand and its values.

A **franchise** agreement is similar to an agency agreement in the following ways:

Benefiting

from agent's established trade connections or expertise in local area or new market

Selling

products or services created and marketed by another company

A **franchise** agreement differs from an agency agreement in following ways:

The franchisee

is allowed to use the trademark and its name as part of their daily business practice, while the commercial agent operates under their own trade name

The franchisor

provides the franchisee with marketing support and training for employees to follow and maintain brand guidelines and identity, unlike the commercial agent who works independently in the management of the outlet

The franchisee

pays an initial fee and an ongoing fee to the franchisor for operating under the brand name, while the commercial agent pays only for the items they purchase from the manufacturer

Click [here](#) for more information on how to register as a commercial agent in the Kingdom



Fadil Al Nassar

**Founder and CEO,
FranchiseME**



- Established in Riyadh in 2015, FranchiseME is a leading commercial franchising company that offers solutions to businesses in the restaurant and café sector. It provides a range of services for further developing businesses in the sector, including commercial franchising, restaurant operation management, training, consulting, and marketing.

Which sectors are the most promising for franchising and what factors make them attractive to those considering the model?

The beauty of franchising is that it's a methodology for growth that supports any industry with untapped growth potential. For the past few decades, the food and beverage (F&B) and retail sectors have grown significantly. However, until recently, many businesses in the automotive, medical, and logistics industries were unaware of how to use the franchising model to expand their businesses. Monsha'at has introduced franchising programs to support these other industries, which are now expanding rapidly with high expected returns in the short, medium, and long-term. While there is still potential for growth in the F&B and retail sectors, there is far more potential in these other, less established industries.

What advice would you give to potential franchisees who are interested in opening or expanding their business?

Thanks to government programs, there are many new market opportunities that help entrepreneurs establish a franchise. However, available options don't necessarily mean good options. There is a difference between a real franchise with growth potential and a franchise in name only, which might be compliant with regulations and able to legally franchise, but not the right choice for convenience or success.

Potential franchisees must do their due diligence to generate good returns and make the best out of the franchise model. If a franchise already has existing franchisees, there is no better way to conduct due diligence than to contact them and get direct feedback. Ask them about their experience, what their returns are, and what sort of support they get. Most franchisors help franchisees launch the concept but fail to provide ongoing support. The right franchisor will be available and hands on, providing advice on developing new products, services, and marketing approaches.



What strategies does FranchiseME recommend to help franchisors succeed?

We advise franchisors not to rush the process because the faster they expand, the riskier it's going to be. Many factors should be considered before expanding through partners, and franchisors need to make sure they have the right strategies in place. Generating sustainable growth means pausing to ensure a franchise outlet is doing well before expanding any further.

When building their business, franchisors should also cultivate a strong relationship with their franchisees, who are not their employees, but their business partners. A fruitful franchising partnership avoids unnecessary late fees and penalties on franchisees, and instead prioritizes consideration and support.

What trends and developments will shape the franchising industry in the next few years?

We expect to see growth in the number of job opportunities created by the franchising market. Five years ago, there were few opportunities to find a job as a franchise manager or employee. However, with thousands of franchise branches now operating in the Kingdom, there are far more opportunities, and we expect to see this growth continue.

Well-developed franchise markets like the US, UK, Australia, and Canada have many complementary service providers that specialize in the franchising industry, such as companies that solely do auditing for franchises. As the Saudi franchise market expands in the next few years, we expect to see growth among these kinds of service providers, who can serve the needs of this niche market.

Franchises in Saudi Arabia

Global franchises entered Saudi Arabia in the mid-1970s and have made a profound impact on the economic and cultural landscape of the country ever since. And global brands are not alone: over 380 Saudi companies have franchises throughout the country and are expanding into other GCC countries, too.

To enhance its business environment, the Kingdom implemented several measures and procedures that empowered international companies to enter the Saudi market, and increased investment opportunities for Saudi entrepreneurs, to attract the most prominent international services and brands to the Kingdom.

1,000+

trademarks registered
in the Kingdom ²

380+

Saudi national
franchises ³

600+

foreign franchise
trademarks registered
in the Kingdom ⁴

The Kingdom's Franchise Law

In line with Vision 2030, the Franchise Law, issued by Royal Decree (No. M/22 dated 9/2/1441 AH), has made it even easier to spread the culture of franchising in the Kingdom, and regulate the relationship between franchisor and franchisee. The Saudi Franchise Law aims to ensure a healthy relationship between franchisors and franchisees by detailing the disclosure requirements, registration requirements, and regulatory framework that foreign investors and local businesses need to abide by when expanding throughout the country.



Disclosure and Registration

The new Franchise Law requires all franchisors to prepare a detailed disclosure document which must be shared with the franchisee and registered with the Ministry of Commerce. The franchisor must also issue a franchise certificate upon signing the franchise agreement.



Non-competitive clauses

Prohibitions on the franchisee to engage in a competing business.



Renewal

The law sets out the manner and timing for the franchisee to provide notice of renewal and restricts the franchisor's right to reject a request for renewal by limiting justifiable conditions.



Existing agreements

Provisions of the new franchise law automatically apply to preexisting agreements with the exception of: Article Five, its first and second paragraphs, Article Six, Article Seven, its first and second paragraphs, Article Eight, Article Nine, Article Eleven, its first and second paragraphs, Article Seventeen, and Article Nineteen.⁵ All provisions of the new Franchise Law must be fully complied with if the existing franchise agreement is replaced, transferred or renewed.⁶

☆ SUCCESS STORY

Walid A. Aburashid

Executive Manager,
Altazaj Restaurant



- ▶ Altazaj is a chain of fast food restaurants that opened its first branch in Mecca in 1989. Since then, it has opened more than 100 company- and franchisee-owned branches across the Middle East.

How has the company developed its franchise strategy to enhance its growth and sustainability, and what support mechanisms does it provide to franchisees?

Since the establishment of the first Altazaj branch in Makkah in 1989, the company has focused on the sustainability of its operational processes. It utilized a factory model that provides the needed space for the preparation and processing of food products, in addition to the storage of restaurant supplies, that are directly supplied to restaurants inside Saudi Arabia from a centralized location. This model has allowed Altazaj to maintain consistent quality in products and services across the years and laid the foundation for the development of an effective franchise strategy that ensures adherence to all quality standards.

Throughout our expansion, we have been committed to providing full support to franchisees at every stage, including advising in location selection and design requirements, as well as providing them with a list of necessary materials and equipment for operations. Altazaj offers a list of suppliers in each field, also helping train employees to ensure that all customers have an exceptional experience across all branches. We also assign an area manager across branch groupings in each region who overlooks operations, tracks quality and performance, develops periodic reports, and takes care of maintenance tasks. Altazaj extends its support to franchisees even further by allocating a portion of the total revenue to fund advertising campaigns that benefit all branches collectively.

Altazaj has a mix of company-owned and franchised outlets. Can you elaborate on the benefits and challenges associated with this dual approach, and what advice can you give SMEs looking to adopt the franchise model?

At Altazaj, we seek to contribute to achieving the ambitious goals of Vision 2030. The business franchise model is an opportunity for the brand to enhance its growth, extend its reach, and firmly establish itself in the local and

international market. For any business, setting up new branches is capital intensive. The franchise business model allows for a balanced growth strategy, enabling franchisees to invest in and establish new branches, which is useful for both the franchisee and franchisor.

Obtaining a franchise may seem relatively easy, but ensuring its sustainability is far more important as it requires continuous support from the franchisor, a strong infrastructure, and deep market expertise. Therefore, at Altazaj, we focus on deploying strategic and accurate expansion plans to ensure sustainability in all our operations. This starts with selecting the right franchisee for our brand and extends to sourcing the right raw materials.

Therefore, my advice to SMEs considering offering franchise opportunities is to thoroughly evaluate their expansion options and to ensure their complete readiness in taking the next step. For franchisors, I would also like to highlight the importance of offering ongoing support to franchisees to increase the likelihood of the brand's success.

What criteria and key qualities does Altazaj look for when granting its franchise?

Franchise businesses vary considerably in setup costs, spanning from low-budget to high-budget ventures, like Altazaj. Therefore, it's important for potential franchisees to have the financial capability to navigate project expenses, including construction, procurement, and operational costs. Moreover, franchisees must allocate a budget that can sustain operational expenses until the restaurant is able to start generating profits. I would also like to stress the importance of providing best-in-class customer experience by understanding and meeting customers' needs.

THE MOST COMMON TYPES OF FRANCHISE AGREEMENTS

When deciding what type of franchise to build, SMEs and entrepreneurs have a wide range of options to choose from.

Single-unit Franchise

This agreement grants the franchisee the right to sell the franchisor's offerings at one single location, allowing the franchisee to use the franchisor's business model, brand name, and operational support. This model is commonly used in many sectors such as fast food chains, retail stores, and services where entrepreneurs can start their businesses quickly while benefiting from the name of established brands and gain support from franchisors. Examples include:



Multi-unit Franchise

The multi-unit franchise model allows franchisees to operate multiple branches of the business, usually within the same region.⁷



Job Franchise

A business model with a low initial investment level, this type of franchise is usually operated by a franchisee and may involve employing a small number of employees, often fewer than five. The franchisor is responsible for paying the franchise fee and covering minor upfront costs, which may include equipment, basic materials, and sometimes a vehicle. Job franchises are often based in homes and can be found across various industries. They typically offer services such as cell phone repair, cleaning services, childcare services, event planning, and other small-scale business services.



Master Franchise

A master franchise agreement grants the franchisee the rights to develop and sub-franchise within a specified territory by acting as a sub-franchisor. Both the franchisor and the franchisee benefit from this model, where the franchisor gains rapid expansion into new markets, with less investment risk, while the main franchisee acquires exclusive rights to develop and profit from multiple franchises within his region. The main franchisee in each country (or region) is responsible for franchising and training his franchisees, as well as ensuring brand consistency, managing supply chains, conducting marketing campaigns, and providing ongoing support to the franchisee network. Examples include:⁸



Area Development Franchise

The franchisee commits to opening and operating multiple franchised units within a defined region, typically with exclusive development rights and specific performance targets. The franchisor benefits from this model as it can effectively expand their brand presence, while the area developer works to find locations, and ensure consistency with the brand. In return the area developer gets exclusive rights to develop franchises in their area and receive fees which contribute to growth and empower entrepreneurs to build a successful project with an established brand. Examples include:



Joint Venture Franchise

A strategic alliance that allows multiple companies to take advantage of their strengths while reducing individual risks. Under this model, two or more companies cooperate to operate a brand together, with the owner of the brand being one of the parties in the venture. Each company contributes its strengths, resources, and experience, to enable the franchise to achieve success, and all parties share the benefits, risks, and profits of franchise management.

This collaboration allows companies to integrate their assets and skills to improve efficiency, while benefitting from resource pooling, economies of scale, co-marketing, and access to a larger customer base. This model is especially useful when entering new markets or industries with complex regulations or cultural challenges. Examples include:



☆ SUCCESS STORY

Turki Alsharman

Founder and CEO,
Kleen



› Kleen is a technology company in the Saudi laundry sector. Established in 2021, it is a tech franchise model that uses an integrated set of solutions to enable service providers to increase quality standards, manage operations, reduce costs, and improve the customer experience.

Established in 2021, Kleen has introduced an innovative Tech Franchise model to the laundry sector in Saudi Arabia. How has this approach contributed to the growth and modernization of the laundry industry in Saudi Arabia, and what lessons can entrepreneurs draw from Kleen's experience?

Kleen's introduction of the Tech Franchise has had a pioneering effect in Saudi Arabia, significantly contributing to the industry's growth and modernization by integrating advanced technological solutions with traditional laundry services. For entrepreneurs, Kleen's experience highlights the importance of innovation in traditional sectors such as ours. By adopting new technologies and business models, companies can create new market opportunities, improve the quality of their services, and meet and exceed customer expectations.

The Tech Franchise model is a unique approach in the laundry sector. Can you elaborate on how Kleen selects and collaborates with service providers under this model, and what advantages it brings to both the franchisor and franchisees?

Under the Tech Franchise model, Kleen selects service providers based on their ability to maintain high quality standards and effectively use the provided technology. This involves training the service providers to use Kleen's technology, which helps streamline operations and improve customer service. As a model, this benefits franchisors by expanding their brand and services with lower overhead costs. For franchisees, it helps them by leveraging an established brand with advanced technology, which leads to higher revenues and market penetration, in addition to wider recognition in the community, networking support, continual brand innovation, and less risk of business failure.

How does Kleen's branding strategy contribute to the success of its franchise network, and what steps does the company take to maintain brand consistency across locations?



Kleen's branding strategy is essential for the success of its franchise network. The company focuses on maintaining a consistent brand image across all service locations to ensure a uniform customer experience to the highest standards. This involves standardized branding materials, marketing strategies, and customer service protocols. A strong brand identity helps in attracting customers and building trust, which is crucial for the growth and maintenance of the franchise network.

Training and support are crucial for the success of franchisees. How does Kleen structure its training programs for new franchise partners, and what ongoing support mechanisms are in place to assist them in their day-to-day operations?

Training and support are critical components of Kleen's franchise model, which is why the company offers comprehensive education programs for new franchise partners in the use of technology, customer service, and business management. We also offer ongoing support in marketing assistance, operational guidance, and technology updates, which ensures that franchisees are well-equipped to operate effectively and meet the brand's standards. Thanks to ongoing communication channels, franchisees have access to all the tools they need to ensure they maintain the highest levels of quality and customer service.

Looking to the future, what opportunities do you see for entrepreneurs who are exploring the franchise model more generally?

Looking ahead, the franchise model offers numerous opportunities for entrepreneurs, especially in sectors ripe for modernization through technology. As with other markets, the model allows for the rapid scaling of business ideas with a relatively lower capital investment, which is especially good for first-time entrepreneurs. Future businesspeople can benefit from exploring industries that have not fully exploited the available technology, offering innovative solutions while capitalizing on a proven business model.

FUNDING YOUR FRANCHISE

Monsha'at has concluded agreements worth SAR 2.4 billion with several financing entities in order to facilitate access to financing for SMEs and entrepreneurs looking to expand their commercial footprint by franchising their business.



Social Development Bank



Saudi National Bank



Alinma Bank



Alrajhi Bank



Albilad Bank



Saudi Fransi Bank



Alawwal Bank



Arab National Bank



Riyad Bank



Abdul Latif Jameel Finance



Forus



Alamthal Financing Company

Monsha'at's enabling role

Franchise Center: Products & Services

The Franchise Center was established by Monsha'at in 2019 to raise awareness among entrepreneurs and SMEs of opportunities in the franchise field. In addition to providing programs, services, and related events with the relevant authorities, the center also helps beneficiaries navigate and overcome common commercial franchising-related challenges.

Franchise Center in numbers



1,200+

brands evaluated to check their readiness to grant a franchise⁹



10,000+

opportunities available on the platform



5000+

beneficiaries of training workshops¹⁰



250+

amicable settlement sessions that the Center works on through the Amicable Settlement Service in cooperation with the Conciliation Center¹¹



150+

licensed franchise brokers via the Franchise Brokers Licensing service¹²



100+

franchise managers developed and qualified through the Franchise Managers service¹³

Expand your franchise across the Kingdom

Monsha'at's Franchise Center has provided its services to many Saudi brands, whose success stories can be viewed on our [website](#).

You can also introduce your brand to a wide new range of customers by registering your trademark on the **Franchise Center platform**, to evaluate your brand and determine its readiness to grant a franchise in accordance with the franchise law and regulations.

Franchise Center Platform →



The Franchise Center's Leading Services



Franchisability Assessment Sessions

Click [here](#) to learn more



Franchise Brokers Licensing

Click [here](#) to learn more



Friendly Dispute Assistance

Click [here](#) to learn more



Franchise Manager Program

Click [here](#) to learn more



The Franchise Center's Vision

To be a regional leader in the franchise sector in the Kingdom and to become a trusted reference for all brands in the Kingdom.¹⁴

The strategic framework for the work of the Franchise Center includes the main roles and tasks outlined in the Council of Ministers Resolution (No. M/22 dated 9/2/1441 AH):¹⁵

- › Setting the necessary conditions for the exercise of mediation and conciliation activities in commercial franchise
- › Working to identify the challenges facing franchise activities, to discuss them with the relevant government entities, and develop appropriate solutions to address them
- › Working to amicably settle disputes that arise between franchisees and franchisors, in coordination with the relevant stakeholders
- › Preparing programs and holding events to raise awareness of franchise activities, networking events, and opportunities
- › Preparing awareness and educational brochures and documents related to franchising
- › Preparing studies and research and collecting information and statistics related to franchising
- › Educating franchise practitioners of the laws, regulations, and legislation related to their practice
- › Any other tasks assigned to them by the Board of Directors of the General Authority for Small and Medium Enterprises

Groups benefitting from the Franchise Center¹⁶



Investors interested in obtaining investment opportunities through their franchise



Businesses wishing to expand using the franchise business model



Related franchising entities and stakeholders in the franchising sector

The Franchise Center's primary goal is to enhance the franchise ecosystem and empower brands and stakeholders. Its ultimate objective is to position the Kingdom as a prominent franchising hub on both regional and global scales. This initiative encompasses both local and international brands, with the aim of fostering a thriving franchise community.¹⁷

As one of the fastest-growing and most profitable sectors in the world, boosting both Saudi brands and locally-owned franchises throughout the Kingdom will help empower the next generation of SMEs.

- › Increase local franchisors throughout the Kingdom¹⁸
- › Increase the number of franchise units in the Kingdom²¹
- › Grow the number of Saudi brands in global markets¹⁹
- › Increase investment opportunities for Saudi entrepreneurs as franchisees²²
- › Increase franchise owners in all sectors²⁰
- › Increase available funding to franchisors and franchisees²³

Whether you are looking to obtain or grant a franchise, visit **this site** today to learn more.

Franchise Center



Fahad Alrobaish

Franchise Center General Manager,
Monsha'at



مركز الامتياز التجاري
Franchise Center



What developments have occurred in the field of franchising in the Kingdom in recent years? What contributions has the Franchise Center made to these?

The franchising industry here has witnessed rapid development, with the number of local brands now operating under the system doubling to more than 380. Despite the novelty of franchising regulations in the Kingdom, the sector has experienced significant growth and development in a short period of time. Similar to other regional markets, many of the most prominent brands in the Saudi market are concentrated in food and beverages, retail, and services.

The Franchise Center continues to support the development and empowerment of brands operating under the franchise system through the Tomoh Franchise Program, as well as other services. It also collaborates with local and international entities to help expand franchising efforts in education, healthcare, social work, tourism, arts, and entertainment through the center's platform or by supporting their participation in major events such as the Biban Forum. To drive the overall growth in the sector, the center is planning an international franchising exhibition that will catalyze the global expansion of local brands, attract international brands to the Saudi market, and promote the exchange of expertise across various fields.

What services does the center offer to enhance franchising in the Kingdom?

The center works to enable brands to expand their customer base through franchising and various related services. First, it offers a franchise registration service, which allows for the registration of franchise agreements and disclosure documents with the Ministry of Commerce. Second, it provides amicable settlement services to facilitate the resolution of franchise disputes in collaboration with the Mosalha Center at the Ministry of Justice. Third, it offers a franchise brokers licensing service with training to qualify brokers for franchise operations. Fourth, it provides a franchise readiness verification service that helps brands monitor their regulatory status and business readiness. Fifth, it offers a franchise manager program that helps qualify franchise managers for brands. All of these services are complemented by a suite of consultation and advisory services and e-learning courses offered through the Monsha'at Academy.

In order to support companies and brands as they grow, the center also helps facilitate access to finance in collaboration with financial institutions. This includes the allocation of portfolios for franchising, as well as franchise events that connect national brands and companies with investors, entrepreneurs, and SMEs, enabling each to grow and expand into local and global markets.

What challenges do franchisers face in the Saudi market? How can they overcome them and achieve long-term success?

Franchising is a practical business model that offers numerous opportunities for success. However, it comes with several challenges that both franchisees and franchisors must be aware of. A challenge faced by franchisors is a lack of optimal readiness to grant franchises, such as a poorly constructed operational manual or insufficient support for franchisees. To prevent this, franchisors must carefully plan their target markets, the type of franchise, how to choose franchisees, and seek effective support mechanisms. They must also accurately estimate the investment size, fee structure, and profitability targets, since franchising relies heavily on investment size, site performance, and the product or service offered.

One of the major challenges faced by major brand franchisors is a commitment to disclosing financial statements, as stipulated in paragraph 13 of the supplementary disclosure requirements in the executive regulations of the franchising system. To address this challenge, a decision was issued by the Saudi Minister of Commerce to eliminate this paragraph in order to allow for greater contracting flexibility.

Franchisees, for their part, face challenges such as financial viability, which is why they must carefully study the investment opportunity, conduct feasibility studies, and understand the financial requirements and franchise fees. They should also conduct thorough research before signing a contract to avoid choosing an unsuitable brand. Finally, they must adhere to quality and operational standards, the neglect of which can result in penalties or even termination of the agreement.

In light of these challenges, the Franchise Center aims to raise awareness among those interested in entering this lucrative field by providing a range of services that help them develop their skills and better prepare for the franchise.

Tomoh Franchise Program²⁴

The Tomoh Franchise Program, an initiative by Monsha'at Franchise Center, is dedicated to providing support to local SMEs and entrepreneurs in their journey to establish successful trademarks within the Kingdom's franchise system. Our primary objective is to increase the number of trademarks operating in the Saudi market by offering growing local brands access to expert consultations and guidance.

Program objectives



Qualify Saudi brands for greater expansion into the franchise system



Build an operating system for Saudi trademarks



Give new Saudi entrepreneurs, SMEs, and brands the opportunity to expand

Acceptance Criteria

➤ **Must be a Saudi brand**

➤ **Must have more than three branches**

➤ **The brand's trademark cannot exceed three years of age**

How to join the program

- 01 **Register for the program**
- 02 **Fill out the required questionnaire**
- 03 **Evaluation of applicants based on questionnaire answers**
- 04 **Screening of accepted applicants**
- 05 **Successful applicants work with a group of consultants to develop their brands**

Explore more about the program and how to apply:

[Tomoh Franchise Program](#) →





ABOUT MONSHA'AT

Established in 2016, the General Authority for Small and Medium Enterprises' (Monsha'at) chief objective is to organize, support, develop, and sponsor the SME sector in accordance with best global practices. In doing so, it will vastly boost private sector productivity and help increase SMEs' contribution to GDP from 20% to 35% by 2030.

Monsha'at deploys a wide range of initiatives that directly speak to the challenges that SMEs face in the market, with assistance being further broken down by company size and type. In addition to providing firms with critical administrative and technical support, Monsha'at also assists SMEs with marketing and human resources.



Vision

To make the SME sector an essential engine for economic growth in Saudi Arabia and an enabler in achieving Vision 2030 and beyond.



Mission

Develop and support SMEs to enable them to prosper by driving cooperation forward with our strategic partners in the public, private and non-profit sectors, both locally and internationally.

Please visit www.monshaat.gov.sa for more information.



www.monshaat.gov.sa



info@monshaat.gov.sa



+966 800 301 8888



BIBLIOGRAPHY

01

International Franchise Association: What are the most common franchised industries?



02

Monsha'at Franchise Center

03

Monsha'at Franchise Center

04

Monsha'at Franchise Center

05

Monsha'at: Exceptions to the Franchise Law

06

"Franchise Law," Article 2, p.4, Royal Decree No.M/22, October 8, 2019, Official Translation Department, Kingdom of Saudi Arabia

07

Franchise UK



08

Franchising.eu



09

Monsha'at Franchise Center

10

Monsha'at: Franchise Center



11

Monsha'at: Franchise Center

12

Monsha'at: Franchise Center



13

Monsha'at: Franchise Center



14

Monsha'at: Franchise Center



15

Monsha'at: Franchise Center Booklet, p.5

16

Monsha'at: Franchise Center



17

Monsha'at: Franchise Center



18

Monsha'at: Franchise Center Booklet, p.7

19

Monsha'at: Franchise Center Booklet, p.7

20

Monsha'at: Franchise Center Booklet, p.7

21

Monsha'at: Franchise Center Booklet, p.7

22

Monsha'at: Franchise Center Booklet, p.7

23

Monsha'at: Franchise Center Booklet, p.7

24

Monsha'at: Tomoh Franchise Program

