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Practical Insights & Strategies by the Top 22+3 Industry Titans  
that will Impact Your Life & Propel Your Business Success



# Building The Next Multi-Million

# FRANCHISE

# EMPIRE

Guiding You Through To Become  
A Successful **Franchisepreneur**

Mohd Latip Sarrugi | Sean Lum





**Building The Next Multi-Million**  
**FRANCHISE**  
**EMPIRE**

**Guiding You Through To Become  
A Successful Franchisepreneur**

*Tun Dr Mahathir Mohamad*

*Our deepest gratitude for  
your time & counsel.*

*Thank you for your continued  
dedication to our nation.*

*Your leadership & vision continue  
to inspire us all.*

*Lampiran*

*Sejarah*

13/8/2014



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Mohd Latip Sarrugi | Sean Lum



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**My wife Salmah, children and grandchildren  
are grateful to MFA in providing me  
with the nexus of global franchising.**

**~ Mohd Latip Sarrugi ~**



To my late father,  
who passed away on 1 October 2022.  
Mother, siblings, friends and partners,  
your unwavering support has been my guiding light.

To those who dare to dream,  
whose imaginations soar on the wings of possibility,  
this book is dedicated to you.  
May its pages ignite your passions,  
inspire your journeys,  
and remind you that within every story  
lies the magic of endless potential.  
With heartfelt gratitude and boundless hope.

~ Sean Lum ~



## Book Reviews

"This is an impressive book and an invaluable resource for budding and experienced Malaysian entrepreneurs interested in entering the franchising sector. Franchising is a complex business to master, and this book contains a wealth of information from an array of credible local experts and respected franchisors. I particularly like the way it covers the theory of franchising, the history of the sector in Malaysia, important legal and commercial advice, and most importantly, practical insights from the hard-earned experience of successful entrepreneurs. I highly recommend this book to anyone wanting to better understand how to succeed in franchising, including students, investors, franchisors and advisers."

**Greg Nathan**

*Psychologist, Author of Profitable Partnerships  
Founder, The Franchise Relationships Institute (Australia)*

"Aspiring to create the next big franchise empire is the dream of many, but how does one transform a fledgling idea into a multi-million-dollar powerhouse? In this book, seasoned entrepreneurs and industry experts unveil the blueprint for success in the competitive landscape of franchising. Drawing from decades of experience and real-world examples, they guide you through every stage of the journey, from conceptualisation to expansion, with

invaluable insights, practical strategies, and actionable advice. This book is a must-read for ambitious individuals aiming to disrupt industries and leave a legacy. Whether you are a budding entrepreneur or a seasoned business owner seeking to scale, grab a copy now to unlock the secrets to conquer markets, captivate audiences and leave an indelible mark on the business landscape. Are you ready to join the ranks of influential entrepreneurs shaping the future of business?"

**Konstantinos Konstantinopoulos**  
*CEO, Coffee Island (Greece)*

"This book is a game-changer, providing strategic guidance and real-world wisdom essential for navigating the complex world of franchising. The diversity of expert perspectives ensures a comprehensive guide, making it an invaluable resource for anyone seeking franchise success. This book is more than a guide, it's a mentor in print form, offering a roadmap to excellence. A must-read for aspiring franchisepreneurs and seasoned business leaders alike."

**Véronique Discours-Buhot**  
*Déléguée Générale*  
*Fédération Française de la Franchise (France)*

"I could still remember when the late Joseph L. Koach, former International Franchise Association president (1977-1981) spoke at a seminar in Jakarta in the 1980s, he reiterated that the key factor for a franchise success lies in the uniqueness of its business format. A distinctive and appealing model can set it apart, attract customers,

and provide franchisees with a competitive edge in the market. This book augurs well to offer comprehensive insights and practical tips in helping entrepreneurs to build unique and successful franchises. This is a must-have for anyone venturing into the world of business, or even those already running a franchise. Kudos to CEOsynergy for your good effort crafting such an inspiring publication."

**Anang Sukandar**  
*Chairman Emeritus*  
*Asosiasi Franchise Indonesia*

"Whether you are a newbie or a veteran in franchising, this book is a starting point and must read for all those who are involved in franchising. This impressive book compiles the insights of some of the best franchise intellects in franchising today, who shared their accumulated knowledge and experience, offering the readers an infinite reservoir of practical advice and guidance in franchise development, marketing and expansion, entrepreneurship and strategic management."

**Sary Hamway**  
*Founder & CEO*  
*The Franchise Trainer (U.A.E.)*

"In the ever-evolving landscape of the modern economy, the franchising industry stands as a beacon of innovation and sustainable growth. The robust expansion witnessed in recent decades is not just a testament to franchising's strength as a business model, but also an indicator of its untapped potential. Having been in this industry for more

than 20 years, I have seen that success in franchising goes beyond merely replicating a proven business model, it involves continuous adaptation to market shifts and consumer needs. For me, the key to building a multi-million franchise empire lies in the ability to innovate, maintain quality, and most importantly, create a robust system that supports and empowers both franchisors and franchisees. I firmly believe that this book will benefit the franchisepreneurs with the know-how and exposure to navigate the dynamism and intricacies of the franchising business."

**Cristina Maria Matos**  
*General Directeur/CEO*  
*Associação Portuguesa de Franchising (Portugal)*

"The Franchise Association of South Africa (FASA) believes that franchising contributes to stimulating economies around the world and stands for ethical franchising which ultimately serves the best interests of both franchisors and franchisees. As the longest serving franchise association on the African continent and a long-standing member of the World Franchise Council, it welcomes the efforts of other countries to promote ethical franchising through education and exposure, and to hold the flag high for this important business format. FASA wishes CEOsynergy all the best with their book titled *Building the Next Multi-Million Franchise Empire: Guiding You Through To Become A Successful Franchisepreneur.*"

**Maria D'Amico**  
*Chairperson*  
*Franchise Association of South Africa*

"The experience of the first wave of franchising by the U.S. companies and subsequently European brands, Asian franchises are not only late to the game but must deal with diverse cultures, tastes, and lifestyles of the host countries. Business owners must "adapt, adapt and adapt" to the diversity of each country they decide to set foot in. There would only be limited success if this new philosophy of being nimble and adaptive is not adopted. The challenge is to stay relevant and not lose the "soul of the brand and its uniqueness" to enjoy sustainable success and longevity in foreign countries. This new book adds to the limited number of publications about Asian franchising, inspiring more successful Franchisepreneurs in the next decades and build new multi-million Franchise Empires."

**Dr James Mok**

*Director, CAW Group (Singapore)*

"With over 40 years of entrepreneurial expertise and as a franchisor myself, I hold franchising dear. This book arrives timely amidst the government's focus on the booming franchise sector. It offers aspiring business owners practical strategies and tailored advice. From our flagship restaurant, Roti by D'Tandoor, receiving Michelin recognition to evolving into a globally acclaimed brand, franchising proves the swiftest route to brand expansion. I endorse this book as a comprehensive guide to navigate the competitive franchise market, equipping readers with the essential knowledge and tools for success."

**Datuk Abdul Malik Abdullah**

*Chairman, Federation of Malaysian Business Associations*



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# FOREWORD

**Tun Dr Mahathir Mohamad**  
*4<sup>th</sup> & 7<sup>th</sup> Prime Minister of Malaysia*  
*(1981-2003; 2018-2020)*

Firstly, it is indeed an honour to be invited to write a foreword for this book which carries well-researched articles contributed by top experts and renowned academics in the field of entrepreneurship and franchising.

The book, from the start to the end is almost a complete handbook or a guide on franchising. To my mind, any budding entrepreneur keen on the business of franchise will do well to keep this book as his or her reference.

Congratulations are therefore in order for the co-editors – Mohd Latip Sarrugi and Sean Lum – who, in their own rights are experts in this field.

On my part, I am reminded that I initiated the Franchise Development Programme in 1992, more than three decades ago.

To me then, franchising should be given attention simply because we were looking at new opportunities for Malaysians to venture in the private sector.

Indeed, we were aware that franchising was already big business in developed nations. There was also a risk that when we decide to venture into franchising that established international brands would dominate us.

And that was the circumstances during the early years. But Malaysians proved their entrepreneurial skills and capabilities that today, they are franchisors in their own rights and some had expanded to other parts of the world.

Franchising, a term that encapsulates a unique synthesis of both opportunity and strategy within the economic landscapes of nations, stands at the forefront of entrepreneurial innovation and national economic growth.

It is a model that not only simplifies the pathway to business ownership but significantly contributes to the distribution of wealth, knowledge and opportunities across diverse sectors of society.

As Malaysia strides forward embracing its potential as a dynamic participant in the global economy, the role of franchising becomes increasingly pivotal.

The potential of franchising continues to surprise us as we continue to witness unprecedented sales value globally. In Malaysia itself, it is forecasted that sales value will reach RM100

billion by 2030, signifying the power and potential of franchising to our nation's economy.

Franchising, at its core, is a strategy for business expansion and brand dissemination that allows individuals to operate their own businesses under the banner of an established brand.

This model offers a unique blend of entrepreneurial independence and guided business operations, making it an attractive pathway for many aspiring business owners.

Its importance to national economic growth cannot be overstated. Franchises create jobs, stimulate local economies and foster a spirit of entrepreneurship.

They serve as a vehicle for the transfer of knowledge, skills and business acumen, thereby elevating the overall business standards within a country.

My aspiration to promote franchising and encourage entrepreneurship, particularly within the Bumiputera community, is deeply rooted in the belief that fair economic equity is the foundation to national unity and prosperity.

The racial economic gap that has long been a challenge for Malaysia can be addressed, in part, through inclusive economic policies and initiatives such as franchising. By empowering more Bumiputeras to own and operate businesses through proven business models, training and support networks, we not only uplift individual families but also contribute to the strengthening of our economy and the bridging of divide that has historically separated us.

Malaysia's position as a hub, conducive for franchising is no accident but the result of strategic geographical advantages, a

robust and adaptive economic policy framework, and a government that is committed to fostering a supportive ecosystem for franchising.

Our strategic location in Southeast Asia and the world provides a gateway to both ASEAN and global markets, offering franchisors and franchisees alike a vibrant and diverse marketplace to grow their businesses.

Moreover, Malaysia's multi-cultural society and multi-lingual capabilities serve as the perfect testbed for franchise concepts that aim to reach diverse demographic segments. These factors, combined, make Malaysia an attractive destination for both local and international franchisors looking to grow their footprint.

The Malaysian government has been a steadfast advocate of the franchise industry. In the early 1990s, as we navigated the complexities of economic development, we recognised the transformative potential of franchising as a catalyst for small and medium-sized enterprises. Notably, the Franchise Development Programme was conceived with a vision to empower local entrepreneurs, stimulate economic growth and create sustainable employment opportunities. This initiative turned out to be the groundwork for a thriving franchise ecosystem that continues to flourish today.

The subsequent enactment of the Franchise Act 1998 stands as a historic milestone in our journey towards fostering an environment conducive for entrepreneurship. This legislation not only provided a regulatory framework for the franchise industry but also ensured fair practices, protection of intellectual property and the harmonious growth of franchisors and franchisees.

## Foreword

It was a commitment to creating an environment where innovation and enterprise could prosper and where the dreams of aspiring business owners could take flight. I take great pride in witnessing the continued growth and creation of a thriving environment for franchising success in our nation.

These efforts are complemented by a range of schemes focused on financing aids, training programmes, promotional efforts, support for international expansion and significant investment in research and development, designed to lower entry barriers for new franchises and support the scaling of existing ones. Such comprehensive support mechanisms have been instrumental in cultivating a robust franchise ecosystem in Malaysia.

As we navigate through unprecedented challenges such as the Covid-19 pandemic, the franchise industry has demonstrated resilience, adaptability and innovation, positioning itself for sustained growth in the years ahead.

Post-pandemic era, one of the key trends shaping the global franchise landscape is the rise of digital transformation.

Franchisors are harnessing the power of technology to enhance customer experiences, optimise operations and expand their reach through online channels. From mobile ordering and delivery apps to virtual reality-powered training programmes, digital innovation is revolutionising the way franchises operate and engage with consumers.

This book, a pioneering compilation of insights from 22 industry experts, stands as a beacon for all those who aspire to venture into franchising. Its uniqueness lies not just in the breadth of experience and knowledge that it encapsulates, but in its ability to inspire and guide future generations of entrepreneurs.

## Building The Next Multi-Million Franchise Empire

For anyone looking to embark on a franchising journey, this book offers a comprehensive overview of the challenges and opportunities that lie ahead, backed by real-world examples and expert advice.

May this book inspire and empower those who aspire to venture into the world of franchising, fostering a new era of economic growth and entrepreneurship in Malaysia.

As we celebrate the achievements of the past, let us look forward with optimism in what the future promises. This book could very well be that pivotal first step towards a successful and fulfilling career in franchising.

Thank you.

# FOREWORD

**Dato' Sri Ismail Sabri Yaakob**  
*9<sup>th</sup> Prime Minister of Malaysia*  
(2021-2022)

It is with great pleasure that I contribute a foreword to this comprehensive book on franchising and entrepreneurship, which brings together the expertise and insights of 22 distinguished industry leaders captained by the co-editors Datuk Wira Haji Mohd Latip Sarrugi and Sean Lum.

When I took office as the Prime Minister of Malaysia in 2021, the Covid-19 pandemic had presented unparalleled challenges for businesses globally, and the franchising sector had been no exception. While the challenges were formidable, the adaptability, agility and resilience demonstrated by the franchising industry during these trying times underscored its ability to evolve and thrive in the face of adversity that sparks innovation and creates opportunities.

In contrast to the conventional businesses, franchises quickly embraced digital technologies to adapt to the changing business landscape. Online ordering, virtual consultations, contactless payments, digital marketing, remote training programme and virtual communication became essential elements for maintaining operations while ensuring the safety of customers and staff. Some franchises expanded their service offerings to meet changing customer needs. For example, restaurants shifted towards takeout and delivery services, retail businesses embraced e-commerce, and fitness franchises offered virtual classes to accommodate clients at home during the lockdown period.

The economic impact of lockdowns and reduced consumer spending posed financial challenges for many franchises. Franchisors worked closely with franchisees to provide financial support, waiver of fees, renegotiate leases, and explore government assistance programmes; provide additional training to adapt to new business models, and constant online meeting to ensure continuous communication and engagement with the franchisees to reassess their business models in meeting the changing demands of consumers.

This would not be possible if it is not with the tried-and-true franchising business model that has been proven and tested, and resilient in adapting to changes and crisis with the guidance from the experienced franchisor. And therefore, it is better positioned to weather the pandemic's impact.

In Malaysia, we have seen the advantages of franchising on economic development, providing a platform for aspiring entrepreneurs to realise their dreams and contribute to the prosperity of our nation. I personally have seen first-hand the positive impact of franchising when I was the Domestic Trade, Cooperatives and Consumerism Minister (2009-2013), of which

the portfolio of franchise development was under the purview of the ministry. We were then vigorous to roll out franchise blueprints, namely the National Franchise Development Master Plan (2012-2016) and the National Franchise Strategic Plan (2014-2020) which evidently came into fruition when the franchise industry had been leveraged to greater heights in terms of contribution to the national GDP, job creation, the number of registered franchise systems, and exploration of homegrown franchises to overseas markets.

Franchising has the power to transcend borders, fostering economic cooperation and cultural exchange. We must capitalise on the diversity of our small and medium-sized enterprises which constituting of over 98 percent of businesses in the country. Grow these businesses through micro-franchising concept would be able to help people in the rural and suburban areas to run their own business and improve their standard of living. Potentially, these concepts have demand abroad and can be developed and exported regionally.

As we welcome the implementation of the National Franchise Entrepreneur Development Policy 2030 (D-PUF2030), the government will emphasise in building sustainable and competitive franchise systems that will stand the test of time together with their franchisees, ultimately helping these brands setting their footprint in the global markets. Entrepreneurs shall do their homework as there are various schemes and programmes available by the government agencies such as Perbadanan Nasional Berhad (Pernas), Perbadanan Usahawan Nasional Berhad (PUNB), Malaysia External Trade Development Corporation (Matrade), SME Corporation Malaysia (SME Corp), Malaysia Digital Economy Corporation (MDEC), Majlis Amanah Rakyat (Mara), Halal Development Corporation (HDC), and so on.

I commend the dedication and expertise of the editors and the chapter writers who have contributed their time and knowledge to make this book a valuable resource. The authors have meticulously delved into various aspects of franchising, sharing practical insights, case studies, and best practices that will undoubtedly serve as a roadmap for success.

Each chapter is a testament to the diverse experiences and expertise of the contributors, offering a comprehensive guide that spans from the fundamentals of franchising to the intricacies of international expansion; from legal considerations to marketing and branding strategies; from operational excellence to the crucial role of technology in modern franchising. This will undoubtedly inspire a new generation of entrepreneurs to embark on the exciting journey of franchising.

In conclusion, I hope that this book serves as a source of inspiration, guidance, and practical wisdom for aspiring entrepreneurs, business leaders, and policymakers alike. May it empower entrepreneurs to dream big, embark on innovative ventures, and contribute to the continued growth and prosperity of our national economy.

Thank you.

# FOREWORD

**Dato' Sri Mustapa Mohamed**

*Former Minister in the Prime Minister's Department (Economy)*

As I embark on the task of writing this foreword for a comprehensive book on franchising and entrepreneurship, I am filled with a profound sense of pride and nostalgia. As the first Minister of Entrepreneur Development in Malaysia and indeed the world, from 1995 to 1999, the portfolio of franchise development was one of my responsibilities. The journey we undertook to cultivate and shape the franchising landscape in our nation was not merely an administrative responsibility, it was also a mission to unlock the potential of entrepreneurship and drive economic growth.

The development of franchising in Malaysia started to burgeon when the then Prime Minister, Tun Dr Mahathir Mohamad envisioned that the franchise business concept has vast potential to become a powerful catalyst for economic development, offering a unique blend of innovation, job creation,

and the promotion of entrepreneurship across diverse sectors of our economy. Hence, the Franchise Development Programme was formulated in 1992. This programme was personally spearheaded by the Prime Minister himself. The five key pillars of the FDP are promotion, training, financing, product development and research. To ensure the effective implementation of the FDP, we set up a specific Franchise and Vendor Division in 1995.

During this period of infancy, there were only 19 franchisors and 54 franchisees in the country. Some local brands such as Sate Ria, EON, Marrybrown and Royal Selangor were beginning to gain a strong foothold. Today, Marrybrown is one of the largest fast-food chains in the world with over 500 locations in 15 countries!

In those early days, our vision was clear – to establish a conducive environment for franchising to thrive and to provide a platform for aspiring entrepreneurs to realise their dreams. Our focus was not only to create an ecosystem that nurtured the growth of local businesses but also to become a regional franchise hub and attract global brands to invest in our dynamic market. Strong government support and the spirit of entrepreneurship played a pivotal role in shaping the policies and initiatives that propelled the franchising sector forward.

To facilitate the success of the franchising business model, we engaged in open dialogues with the franchising community, understanding their challenges and aspirations. The result was a series of strategic interventions aimed at streamlining processes, offering financial support, and facilitating skill development programmes for those venturing into the world of franchising. Under the 8th Malaysia Plan (2001-2005), the government targeted to produce 50 new franchisors and 1,000

new franchisees, and allocated RM100 million to achieve the goal.

We recognised the need to create a robust regulatory framework that would balance the interests of franchisors and franchisees, ensuring fair practices, fostering a culture of transparency, and protecting the interests of all stakeholders. One of my key achievements was to present the Franchise Act 1998 to Parliament for approval. The introduction of the Act was a testament to our commitment to creating an environment where businesses could thrive, innovate, and contribute to the broader economic tapestry.

During my time as the Minister of Entrepreneur Development, Malaysia played a significant role in the regional franchise scene. The Asia Pacific Franchise Confederation (APFC), a non-governmental association of national franchise associations around the Asia Pacific region was formed on 24th September 1998, and registered under the Registrar of Societies Malaysia on the 30th March 2005. It is a platform to network, promote, share and advocate the franchise fraternity within the region. Malaysia was its permanent secretariat for six consecutive years (2008-2014).

As I reflect on the achievements and challenges we faced, I extend my sincere gratitude to all those who played a role in shaping the franchising landscape in Malaysia during that period – from policymakers to industry players, entrepreneurs, and the broader community. May the strong foundation and the franchising ecosystem we created continue to inspire and pave the way for future generations of entrepreneurs to thrive in the dynamic world of franchising.

This journey has been nothing short of transformative, and the fruits of our effort continue to be felt today. The stories of

resilient and innovative entrepreneurs who seized the opportunities afforded by franchising to build successful ventures embody the spirit of enterprise that became the driving force behind Malaysia's franchising success story, both at home and on the global stage.

May this book serve as a source of inspiration for aspiring entrepreneurs, policymakers, and industry leaders, reaffirming the belief that with vision, determination, and collaborative effort, the entrepreneurial spirit can flourish, fostering sustained economic growth and prosperity.

Thank you.

# PREFACE

## **Datuk Wira Haji Mohd Latip Sarrugi**

*Founder & Managing Partner, Mohd Latip & Associates  
Former Chairman, Malaysian Franchise Association*

It is with immense pleasure and gratitude that I extend my heartfelt welcome to you as we embark on this journey through the fascinating world of franchising. As the co-editor of this franchise book together with Sean Lum, I am humbled to share with you my journey and experiences that have shaped my lifelong commitment to the growth and development of the franchise industry.

My journey in franchising began in May 1991 when I was invited to join in the working committee of the Franchise Development Programme (FDP). The FDP was a brainchild of the then Prime Minister Tun Dr Mahathir Mohamad, with the aim to chart a long term strategic plan and to stimulate the growth and sustainability of the franchise industry in Malaysia. After a series of meetings and discussions, the committee had eventually streamlined five key pillars of implementation namely education

and training, market research, product development, promotion and publicity, and access to financing. At that time, the late chief secretary to the government, Tun Ahmad Sarji bin Abdul Hamid, chaired the National Development Working Committee that oversaw the implementation of the FDP.

At the initial stage, 30 Bumiputera entrepreneurs were meticulously selected from among 3,000 applications and started their franchise businesses which included franchisees for "Print Maestro", "Lazaria", "Kodak Express" and "EON Franchise Service Dealer".

During the presentation of the action plan of the Franchise Development Programme on 4 August 1992, the National Economic Action Council (NEAC) recommended the formation of a national franchise association in Malaysia to encourage self-regulation among the industry fraternity. Later on 13 October 1993, I was among the 44 members congregated at Seri Bayu Resort, Pulau Pangkor, with the other representatives from franchisors, master franchisees, franchisees and supporting institutions. As a result, a unanimous decision to form the Malaysian Franchise Association (MFA), and subsequently I sat in the pro-tem committee to draft the association's constitution and registration with the Registrar of Societies (ROS).

On 13 January 1994, the proposal was presented in the special pro-tem committee meeting held at the Prime Minister's Department. A temporary operational permission was granted by the ROS to setup the MFA on 18 January 1994. The MFA was later officially launched by the Prime Minister himself on 27 January 1994, in conjunction with the official launch of the FDP, as well as the inaugural Malaysia International Franchise Exhibition and Conference jointly-organised by MFA, the Implementation and Coordination Unit (ICU) of the Prime

Minister's Department and the International Franchise Association (IFA) in Kuala Lumpur. The MFA was then officially registered on 30 August 1994. The government was serious in growing this business and established the Franchise and Vendor Division in 1995 under the new Ministry of Entrepreneur Development, helmed by the minister Dato' Sri Mustapa Mohamed.

Little did I anticipate the transformative impact this journey would have on my life, and more significantly, on the trajectory of franchising in our nation. The involvement in the FDP and the formation of MFA was a pivotal moment that marked the beginning of an exciting and challenging chapter in my career. This marked the inception of a collaborative effort aimed at fostering a dynamic and thriving franchise ecosystem.

I was active in the association since its formative years, chairing the Registration and Ethics Sub-Committee from 1994 to 2011. I was humbly being entrusted to assume the responsibility as the vice chairman (2007-2010) and later the acting chairman (2010-2011).

The privilege of serving as the Chairman of the MFA from 2013 to 2017 was a period of profound growth and achievement. Together with a dedicated and dynamic team, we navigated challenges, celebrated triumphs, and worked tirelessly to position Malaysia as a hub of innovation and excellence in the global franchise community. During this time, we witnessed significant milestones and advancements that solidified Malaysia's position on the global franchising stage, besides helping more local franchise entrepreneurs with training, support, networking, promotion and funding opportunities.

My involvement in the Franchise Advisory Board, a body stipulated under the Franchise Act 1998, to give advice to the

minister and the Registrar of Franchises on matters relating to franchises, offer insights and recommendations on issues related to the franchise industry such as on regulatory guidance, industry best practices, conflict resolution, educational initiatives and market trends.

Participation in reading the draft form of the Franchise Act 1998 was instrumental in shaping the regulatory framework for the franchise industry in Malaysia. As a legal practitioner by profession, it is my firm belief that a robust legal foundation is crucial for the sustainable growth of any industry, and I am proud to have played a part in laying the groundwork for the flourishing franchise ecosystem in our nation to ensure that the industry's growth was anchored in principles of fairness, transparency and sustainability.

Besides, representing Malaysia on the international stage was both a distinct honour and responsibility, and my participation in both the World Franchise Council and the Asia Pacific Franchise Confederation offered invaluable opportunities to contribute to the global discourse on franchising. These experiences have broadened my perspective and reinforced the importance of regional collaboration in sustaining the industry's growth, learn from global experiences, and showcase the resilience and innovation inherent in the Malaysian franchise community.

The journey was not without its challenges, but it was through collaboration, dedication, and a shared vision among the franchise fraternity, government agencies and supporting bodies that we navigated the complexities of the industry, striving to create an environment that nurtures entrepreneurship, fosters innovation, and ensures the sustainable growth of franchising.

## Preface

On 28 June 2022, over a coffee session at a hotel in Kuala Lumpur, Sean approached me with his proposal to publish a book on franchising and entrepreneurship. I was fascinated with the idea considering that the last franchise book in Malaysia was dated way back to some 20 years ago.

This book, congregating the wisdoms of 20 outstanding chapter writers who are the authority in their respective realm, stands as a testament to the lessons learned, challenges overcome, and insights gained over the course of their professional and entrepreneurial experiences. Whether you are an aspiring entrepreneur, a seasoned professional, or an academic seeking to understand the intricacies of franchising and entrepreneurship, I trust that the wisdom encapsulated in these pages will serve as a guide and inspiration for your endeavours. I sincerely thank all the writers, who have selflessly shared their knowledge and personal experiences.

As we navigate the diverse and dynamic landscape of franchising together, I invite you to join me in celebrating the resilience, innovation, and collaborative spirit that define this remarkable industry. May this book be a source of knowledge, inspiration, and encouragement as you embark on your own journey into the world of franchising.

With gratitude and warm regards, I wish you all the success.



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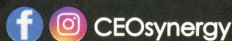
“This book carries well-researched articles contributed by top experts and renowned academics in the field of entrepreneurship and franchising. From the start to the end is almost a complete handbook or a guide on franchising. Its uniqueness lies not just in the breadth of experience and knowledge that it encapsulates, but in its ability to inspire and guide future generations of entrepreneurs. Any budding entrepreneur keen on the business of franchise will do well to keep this book as his or her reference. This book could very well be that pivotal first step towards a successful and fulfilling career in franchising.”

**Tun Dr Mahathir Mohamad**  
*Former Prime Minister of Malaysia*

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