



GASTRONOMIC MARKETING FOR FRANCHISES THAT START FROM SCRATCH (COVADONGA RESTAURANT), EXPORTABLE CONCEPT OF ECONOMIC GROWTH

MARKETING GASTRONÓMICO EN EL COMERCIO PARA FRANQUICIAS QUE EMPIEZAN DE CERO, CONCEPTO EXPORTABLE DE CRECIMIENTO ECONÓMICO Y SUS PERSPECTIVAS DE OPCIONES TURÍSTICAS

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Gastronomic marketing for a franchise that starts from scratch is an efficient and profitable business strategy, offers incentives for tourism and a viable opportunity for Retail Trade in Cienfuegos specifically in the "Covadonga" Restaurant as a form of export; model implemented and growing worldwide. We show new trends that help increase sales, satisfy consumers, have a success plan, as well as keys to a good service based on good practices. Those brands that are best advised will be successful franchises, customer service needs a culture of services, this format allows growth by obtaining profitability, access to economies of scale, brand positioning, low investment, high motivation, ease of operation, financial growth, secure market, excellent opportunity and international potential for Cuba in the current times, contributing to better prospects for growth and development in the Economic and Social Strategy.

Keywords: Cienfuegos, brand positioning, increase sales, good practices, economy of scale

El marketing gastronómico para una franquicia que empieza desde cero es una estrategia comercial eficiente y rentable. Ofrecen incentivos para el turismo y una oportunidad viable para el Comercio Minorista en Cienfuegos como forma de exportación, modelo implementado y creciente en todo el mundo; mostramos nuevas tendencias que ayudan a aumentar ventas, satisfacer a los consumidores, contar con un plan de éxito, así como claves para un buen servicio sustentado en buenas prácticas. Aquellas marcas que mejor se asesoren serán franquicias exitosas, la atención al consumidor necesita de una cultura de servicios, este formato permite crecer por la obtención de rentabilidad, acceso a economías de escala, posicionamiento de la marca, baja inversión, alta motivación, facilidad de operación, crecimiento financiero, mercado seguro, excelente oportunidad y potencial internacional para Cuba en los momentos actuales, contribuyendo con mejores perspectivas de crecimiento y desarrollo en la Estrategia Económica y Social.

Palabras claves: Cienfuegos, franquicias exitosas, posicionamiento de la marca, aumentar ventas, buenas prácticas, economía de escala, perspectivas de crecimiento y desarrollo

INTRODUCTION

The franchise is one of the best-known and most widespread forms of associated trade. Its origin can be located in the US around the year 1929, with General Motors (Palacio, F. & Seijas, A, 2020). The franchise system continues to be a successful and comprehensive formula. Many businesses, covered by a recognized brand, a range of products or services demanded in the market, the franchisor grants the franchisee the right to exploit his business idea according to his concept and criteria. Authorizes the

franchisee to use the trade name, brand of products or services, *know-how* and other intellectual property rights held by the franchisor in exchange for financial consideration, agreed within the legal framework of a written contract signed by both parties. The word franchise has multiple uses, although it must be said that all meanings are related. It is, for example, *the permission that grants someone the rights to exploit a product, a brand or an activity*. The franchisor is the one who grants the franchise to the franchisee, authorizes him to use the license of a brand and its business methods in exchange for a royalty or a periodic fee. (Bald, Abel, 2021)

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The current situation of the franchise in Cuba must change and increase, since it represents a successful value proposition as an enhancer of the growth of the economy, local development projects, exports and their prospects for tourist options.

Importantly, once the franchise is up and running and customers walk in the door, franchisors need to offer exciting new services to keep them coming back. In franchises, selling is synonymous with success, and marketing is essential to maximize these sales and maintain growth (Breto, Celestino González, 2017).

In order to start a franchised business, it is not only necessary to have permission to use the name of the establishment, but also a whole system, also called a business format. Legally, we refer precisely to the Business Format Franchise (Soto, José Manuel, 2022).

In our country, the License is granted by the Central Office of Industrial Property of the Republic of Cuba, so that the acquirer can open a business with the commercial name, trademarks and distinctive signs, as well as to make use of the methods and procedures which drastically reduces risks and gives you more elements for business success. (OCPI, Cuban Office of Industrial Property)

This type of research will be useful mainly for the directors of the Cienfuegos Municipal Gastronomy, Lodging and Recreation Company, since they will have a tool that will regulate the assignment of a business unit, even to the rest of the organization because they will obtain clarity of the scope of a franchisee and all procedures will flow transparently. Among the most relevant objectives, it is considered that to start doing gastronomic marketing in a business from scratch, it is necessary to establish basic guidelines based on the budget and the proposed objectives. Positioning and measurement; before starting to do marketing, you have to have everything ready to measure each of the actions that are carried out. Positioning the web page with keywords related to: history and identity, the most preferred dishes, would be a first step to consider in the strategy. Content strategy; Positioning will not be achieved by itself, two things must be taken into account: a detailed and rich product sheet and a content blog with the latest in the catalogue, the sector, dish tutorials and gift recommendations. Good practices; It is an experience or intervention that has been implemented with positive results, being effective and useful in a specific context, contributing to coping, regulating, improving or solving problems and/or difficulties that arise in daily work.

The Restaurant "Covadonga" uses in its main offer the "Paella" made with highly deficient products such as: shrimp, lobster, clam, quality fish, white pepper, PititPois, Moorish crabs, beer, among others up to 22. The main markets for these products are in Freely Convertible Currency, so most of these products are missing, it does

not satisfy its consumers, when expanding its brand the franchise plays a role of great importance, because as a flexible business model, allows the franchisor to establish a wide commercial network.

This research has a great challenge in its application, since the Franchise concept in our Retail Trade sector has never been used.

Franchising is an excellent development opportunity, especially for Cuba at present, by exporting we contribute with alternatives in the Economic and Social Strategy that assumes the new Cuban reality.

If good gastronomic marketing is managed for the "Covadonga" Restaurant franchise, then it will be possible to influence local socio-economic development through the dissemination of the experience to other sites that provide services.

This research has a great challenge in its application, since the Franchise concept in our Retail Trade sector has never been used. As scope is the development of a franchise model in the Restaurant "Covadonga" in the province of Cienfuegos. Implementing it does not simply imply a question of demand and supply, but it brings a very innovative concept to the system, which could attract both the national and foreign consumers. Its business model would increase competition in our market, and would encourage the competitiveness of companies in that sector and could exalt investment in more related franchises.

DEVELOPMENT

1. Franchise marketing. A delicate matter

Franchise marketing is one of the most sensitive issues and what is not talked about, the management of a franchise, this has been a very taboo topic as far as its management and entrepreneurship is concerned. Marketing is not all that glitters in Franchises: Strategy of attraction, expansion or retention. The first is to attract new customers, the second is for existing customers to buy more or spend more in the act of purchasing, and the third is to keep them loyal and not go to the competition (Segarra-Saavedra, J., 2017).

1.1. Best Franchise Marketing Strategies

The market changes frequently and franchises accompany that change. Today, to be successful when investing in a franchise network, it is also necessary to study the best way of doing trade and service of the brand. Companies that work in the franchise format always seek to prosper. They want to increase their sales, implement new units, productive chains and achieve greater success against the competition. To achieve that desired success, you have to go through several stages. One of them is the implementation of franchise marketing. In order to become a franchisor or transform the brand into a franchise company, it is

necessary to learn about how the important and efficient marketing for franchises works (Ferrell, O.C., Hartline, Michael, D., 2017).

Investing in a good image on the Internet, online gastronomic marketing campaigns offer a great opportunity to increase sales and improve the reputation of the business. Consumers connect to the Internet from anywhere by accessing Facebook pages, Twitter or Instagram accounts. (Muñiz González, R., 2015)

2. SCIENTIFIC METHODOLOGY USED

This research is of the basic or pure type, although its scope will be practical to the extent that gastronomic marketing for franchises that start from scratch is effective and facilitates the development of culinary in restaurants. The research is of the descriptive-explanatory level, since effective gastronomic marketing is described and explains the way in which it affects the development of culinary in restaurants. It is justified because it allows applying the scientific research process. Through this process, in the first place, the problem consisting of the lack of development of effective marketing strategies for restaurants has been identified, on that basis, effective gastronomic marketing is proposed to solve the lack of development of culinary franchise format.

2.1. Gastronomic marketing strategies for more successful franchises

When selling in trades there are certain rules that help you to do so. Thus, as the products and promotions are distributed, a comfortable environment is guaranteed to the consumer in every way, it will be possible to boost sales and attract a greater number of consumers.

But marketing is not always “jack, horse and king”: those stores that best know how to make a difference and that are best advised, are the ones that achieve the most successful franchise marketing strategies. In the key to the success of the franchise strategy there are two factors that attract sales: market information in real time and the use of new technologies.

2.2. How to use gastronomic marketing to sell more in your franchise?

Whether you have a restaurant or a cafeteria, marketing is a fundamental tool to boost sales, make our franchise known or become a reference for our clients or consumers. Of course, any business wants to achieve these goals. And for that purpose it has something very important: the **marketing plan**. It must be supported by loyal customers, updated tools and a tight budget, although not all plans achieve the same results, there will be more chances of success (Montserrat-Gauchi, J. and Sabater-Quinto, F., 2019).

How to make an effective gastronomic marketing plan; why you should follow trends and how they influence your sales; the types of gastronomic trends to captivate your customers; how to evaluate what works and what doesn't in your business.

The gastronomic marketing plan must be integrated by;

1. **Current situation:** the market, the competition, the product, the distribution channels and the macro-environment.
2. **Objectives:** financial objectives and market objectives.
3. **Strategies:** target market, desired positioning, products or services, prices and advertising to manage.
4. **The Plan:** the Budget and Control methods.

2.3. Successful gastronomy marketing plan, important steps

How can we organize the steps prior to the development of a gastronomic marketing plan?

How can we ensure that we will not skip any process that, however insignificant it may seem can make the difference between the success and failure of our strategy? (Westwood, J., 2001).

Following the path of this schedule of 7 fundamental themes, we will have guaranteed the good future of our initiative.

1. Obtain or establish -jointly with management- the corporate objectives, goals and policies of the company.
2. Obtain or establish -jointly with management- the general guidelines for action, the global corporate plans and the standard execution rules.
3. Analysis of the current situation, including the audit of the resources, the historical behavior during the last five years, the current position against the competition, the objectives of the previous years and forecasts in relation to various aspects: economic trends, the detailed projection of sales, expenses, benefits, variations and trends and, finally, the forecasts by products and volume lines.
4. Combine the above information with the data obtained through market research, brand managers and other operational departments, to define: problems, opportunities, objectives and strategies.
5. Select objectives, strategy mix, and growth for products, markets, and marketing functions.
6. Prepare a preliminary plan schedule for sales, consumer services, advertising, production, pricing, and distribution.
7. Review said preliminary plan to adapt it to the objectives and the feasibility of each action.

2.4. Seven components that cannot be missing in the marketing plan of your Franchise

1. **Consolidate the preliminary plan into an overall master plan** and review it with company management.
2. **Segregate the sales plans** and send them to the executives in charge of the area for planning their implementation (assignments by vendor, product, zones, etc.)
3. **Develop complementary plans.** Namely: market research, product planning and development, purchases or consolidation with companies and expansion or modification of production facilities.
4. Combine all the information collected so far and **finally formulate the marketing plan.** Review the entire process: updating the master plan and reviewing the schedule of activities, and the income and expense budget.
5. **Final review, evaluation and adjustment to the plan:** approval by management.
6. Send a **copy of the plan** to each of the areas responsible for its execution.
7. **Formally** review and update the general plan **at least once every three months.**

2.5. Franchise classification

Franchises can also be classified based on the specific form they take or based on the economic sector. ([Introduction to the world of franchising, 2018](#)) In this way they are identified in:

- **Multi-franchises;** the franchisee has more than one franchise from the same franchisor; this allows a person to have establishments of the brand.
- **Pluri-franchises;** the franchisee manages different franchises that are complementary to each other, for example a restaurant or a cafeteria. Both managed by the same businessman.
- **Corner franchises;** the franchisee develops his mission within the commercial establishment that develops its activity in another activity or economic sector. An entrepreneur who starts his activity in a restaurant and later opens a fast food cafeteria.
- **Master franchise,** which occurs when an intermediate figure is located between the franchisor and the franchisee, the master in charge of replacing the franchisor in a specific area.

2.6. Gastronomic Marketing and Communication for franchises

In an environment as competitive as the current one, it is necessary to develop efficient communication and gastronomic marketing strategies that allow us to publicize our brand and product, obtaining the highest possible return on our investment ([Franchises, 2019](#)).

Success and, consequently, the achievement of the proposed objectives will depend to a large extent on the correct planning and execution of the strategy. It is necessary to have a multidisciplinary team of franchise consultants with sufficient training and experience for the start-up, the expansion and growth of your franchisees through the most suitable channels, supports and marketing strategies for franchises.

Thanks to this, a level of differentiation and defined positioning in the market is achieved to capture the attention of target customers by brand. **Customer service needs a culture of services.** The Press constitutes a point of support for a brand, due to its influence of the media as opinion leaders and their prescriptive component.

We consider continuous presence in the media, both general and specialized, essential to support the expansion process, with the aim of positioning the franchise as a reference brand, through: corporate writing, monitoring and attention, interviews and reports, content creation, organization of events and internal communication: newsletters.

2.7. The 4 P's of food marketing

Product

Price

Place

Promotion

The 7 characteristics of a Restaurant to attract customers

1. Personalized treatment
2. Facilities
3. Adequate services
4. Good area
5. Good service
6. Win over customers
7. Attractive place

2.8. Gastronomic visual marketing tools

The 3 types of gastronomic concepts that grow the most and bill worldwide:

1. Tableware: impeccable and distinctive.
2. The Uniform: proper and identity of the unit.
3. The Letter: this is the most powerful sales tool in the business and can be used to invoice more money every day.

2.9. Good practices

To improve and strengthen the vision of the Restaurant, improving the services and the offer. So that the service to the popular strata is not synonymous with food insecurity, but rather that it is carried out in the best technical and safe conditions, since good practices and food education directly affect the health conditions and quality of life of consumers. . They are characterized by their comfortable and luxurious facilities, with high quality kitchenware. There is a maitre d' who is the one who runs the room, as well as captains, waiters and waiters (Santiago Carpio Álvarez, 2019).

The menu consists of various options within categories. There is also a wine list, cocktails and hors d'oeuvres designed to pair with the menu offered there. There may also be a sommelier that will assist diners with selection and service. The pace of food is pleasant, so the service can last at least two hours. Faced with these trends, it is expected that the demand for standards aimed at outlining requirements and good practices for the service sector will continue to grow, as long as they follow the rules, regulations and good practices.

3. DESIRED RESULTS

The marketing plan is considered in franchise businesses from scratch as an essential and fundamental element to grow sales and satisfy the needs and desires of consumers, with personalized and appropriate treatment. With the ease of computerization of society where the population has every day more possibilities to access the Internet from anywhere in the world, home or work.

In the province of Cienfuegos, the franchise "**Restaurant Covadonga**" is being promoted, this is one of the emblematic restaurants of the city of Cienfuegos, which many tourists come to, incorporated into the business system in a franchise format, will provide a promotion in the performance of Local Development based on the execution of territorial policies in the field of local development of the gastronomy sector.

Among the elements that should have more treatment in the gastronomic sector of the Cienfuegos municipality are "the efficient use of the endogenous resources of the municipality" and "the management of information initiatives and promotion of the locality" that represent the least managed strengths, and that requires greater management and involvement; "the absence of innovative

ideas that start exports in the trade system", "the management of gastronomic marketing", among others that correspond to the expectations that can further advance the process.

3.1. Franchises and their benefits for development

For a franchise to be considered profitable, the franchised company must represent a real business option, and show that it can open up new options and needs for consumers in the market in which they operate. A franchise is considered profitable when it has the following characteristics:

- Report benefits: Obviously, profitable franchises are those that report a high number of benefits to the franchisees or owners of the brand, they must materialize quickly and serve to recover the initial investment as soon as possible.
- Prestige of the brand: Even more important is the prestige of the brand. Manage a local that has the support of a group or conglomerate well positioned and appreciated among consumers, you gain a lot of ground, the success or failure of the business will depend on it.
- Geographic exclusivity: Each new extension of the brand must have exclusivity in the area in which it operates. If this is not the case, it is difficult for the franchisee to obtain real benefits with the management of his business. That is to say, if another franchisee enters a geographical area in which other stores of the same brand already operate, it would not be a question of benefits; it would be a dividend distribution scenario. Profitable franchises give this right to franchisees.

The franchise system allows the franchisor to diversify and, therefore, minimize business risk, since it allows association with merchant-investors who contribute their own capital in exchange for the right to use a brand and/or a commercial formula (Alfonso Riera Seijas, 2019).

3.2. Importance of Franchises in the Economy

The franchise system is a business formula that has been characterized by great development in recent years. There are many people who do have the necessary knowledge, but in many cases their plans are frustrated by not being able to obtain financing. Due to this and many other reasons, more and more people are becoming franchisees; as this can be the perfect way to make the dreams of today's entrepreneurs come true.

Currently, franchises play a fundamental role in our societies, but not only from an economic point of view, but also from a social, environmental and political point of view.

This is due to the fact that today, the most advanced and efficient production and negotiation systems are those presented by franchises. The most popular belief

is that franchise systems extrapolate the benefits that they represent in different industries, in the commerce, health, telecommunications, food, education, culture, sports, entertainment, maintenance, transportation and almost all commercial activities.

In the same way, this economic system impacts the lower socio-economic segments, which consolidates the pattern that has been followed since the beginning and, in turn, allows the mass supply of products and services produced by franchises and the massive demand from of consumers who are demanding, positively affect the world economy.

Franchises allow you to refine, optimize and clone the business model, obtained with the effort and experiences of its creator, so that it can multiply into new units, more sales and better profits. Franchises help to multiply prosperity, which is equivalent to combating poverty, whether as an employee, as an investor or as a franchisee. Due to their profitability and the low risk they represent for the parties involved in relation to creating their own business, these they boost the economy, create jobs, offer superior quality products and services, pay taxes, care for the environment, among others (José Manuel Soto, 2021).

3.3. Franchises an export strategy for Cuban companies

This format allows brands to position themselves abroad with local allies, sharing risk and investment and softening cultural differences. The sale of the franchise itself always implies the transmission of know-how and the authorization of the use of the brand; commonly there is also provision of products for resale and in many cases also the coordination of advertising actions and joint purchases of equipment or supplies.

What would be the regulations to apply for the development of franchises in Cuba? The franchise in the Cuban reality. It would be necessary to resort to the analogy due to the atypicality that characterizes the franchise in the national legal framework:

The general provisions of contractual obligations (Articles 309 to 316 of the Cuban Civil Code, Supplementary Article 8). The general provisions related to commercial contracts regulated by the Commercial Code (Articles 50 to 53, due to the commercial nature of the franchise contract). Industrial Property Legislation (due to the IP modalities involved, but they can help little to make up for the atypicality of franchise contracts, there are no specific regulations on trademark licenses) franchising (there are no specific regulations on trademark licenses).

In another sense, in the case of franchises to be implemented through foreign investment, the foreign investment regulations will be applicable; the regulations developed by this sector will be applicable. Commercial and legal aspects to consider for the improvement of the development of franchises that involve Cuban

companies involve Cuban companies (Communist Party of Cuba, 2017).

When Cuban companies export franchises, some of the Legal aspects to consider:

- Have a proven and successful business
- Study of foreign market- Characteristics of consumers- Strategic planning that allows its insertion in the market insertion in the market
- Have business summarized in manuals
- Selection of reliable franchisees
- Business approval
- Control mechanisms
- Registration or protection of the Industrial Property modalities involved.
- Find out if there is any legal regulation on the franchise and investigate the possible registration obligations of the franchise contract.
- License registered in the Registry of Importers and Exporters of the Chamber of Commerce of the Republic of Cuba and have established and authorized the nomenclature of products to be exported.
- Signing of a Pre-Franchise Agreement (gives the franchisee the option)
- Signing of a franchise agreement

The franchise constitutes a modality of commercialization of products and services for entrepreneurs who, having proven profitable businesses and a potential market, wish to expand their businesses in different locations, by reducing costs, the breadth and speed of growth, as well as by the existence of a local investor with knowledge of the market which provides a greater success of the franchise system.

The path of foreign investment constitutes an alternative for the development of foreign franchises in our territory, through the constitution of mixed companies; the fruit of the profits or profits would be distributed among the partners or parties, constituting a form of entry of financial resources into the country (Documents of the 7th Congress of the PCC, 2017).

3.4. Economic growth, franchising is a strategy that allows growth

Why use the system?

- Obtaining profitability, income is increased and costs are reduced.
- Access to economies of scale, purchasing, discounts, bargaining power, etc.
- Consolidate business concept and good brand positioning.

- Extended geographic chain, which will act as competition.

- Constant sources of ideas from franchisees.

What are the advantages?

- Faster growth attracts investors generating growth unlikely otherwise.
- Less investment: It expands quickly, the franchisee finances the expansion.
- There is no employment relationship: The franchisee is an independent company.
- High motivation: Of the franchisees, it guarantees a loyal distribution channel.
- Economies of scale, a greater number of stores and with the entrance fee plus periodic royalties, income increases.

The Franchise is an excellent development opportunity for Commerce, offering prospects for tourist options, especially for Cuba at present, by EXPORTING we contribute with alternatives in the Economic and Social Strategy that assumes the new Cuban reality ([National Assembly of Power Popular of Cuba, 2019](#)).

How much does CUBA receive monthly for the Franchise export concept?

- TOTAL income from sales of services and their competitiveness.
- Right of entry and royalties for GROSS sales between 6% and 8% in MLC.
- The intangible that is achieved by exporting the concept and the brand in MLC.
- With each international opening, the value of the Parent Company in MLC also increases.

The franchise is a system of cooperation-negotiation between the franchisor and the franchisee, whose operating formula has been shown to be successful and economically attractive. It allows the franchisor to diversify, and consequently, to minimize business risk. In order to achieve this success, it is necessary that the contract be considered under the Win/Win scheme.

CONCLUSIONS

- Franchises are a real opportunity for solid and orderly growth.
- In this model, selling is synonymous with success, and marketing is essential to maximize these sales and maintain growth.
- Marketing for franchises is a strategy that has been widely used in this business format, together with good

practices, contributing to disseminate the work and service of the brand.

- The marketing plan must be based on loyal customers, updated tools and a tight budget, will enable success.
- It is important to turn the moment of gastronomic consumption of a franchise into a memorable memory thanks to the benefits of marketing. The franchise is a legal vehicle that allows remote business development from minimal investments.

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