

AU CŒUR DE LA FRANCHISE ET DE LA VENTE AU DÉTAIL ORGANISÉE EN AFRIQUE Édition spéciale



DR PAUL ARINZE
PRÉSIDENT DU CENTRE DE FRANCHISE AFRICAIN

« PROPULSER LA FRANCHISE AFRICAINE VERS L'AVENIR » "REJOIGNEZ-NOUS COMME PARTENAIRE SUR CET ÉVÉNEMENT HISTORIQUE!"



Tère Edition

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Africa Franchise Forum

EMPOWERING AFRICAN SMEs FOR PROSPERITY THROUGH FRANCHISING



Africa Franchise Center (AFC) empowers SMEs through franchising as a catalyst for growth, job creation, and sustainable developement. We help entrepreneurs thrive and build a prosperous future, one franchise at a time.



« LA FRANCHISE EN AFRIQUE : UN AVENIR PORTÉ PAR L'EXPERTISE LOCALE »

Chers lecteurs,

Alors que l'Afrique s'impose comme l'un des continents les plus dynamiques et prometteurs de la planète, son paysage entrepreneurial continue de se transformer. Portée par une population jeune, une urbanisation croissante et un engouement technologique, l'Afrique offre un terreau fertile pour des modèles économiques innovants et durables.

Parmi ceux-ci, la franchise et le commerce organisé indépendant jouent un rôle de plus en important. représentent plus Ils seulement un puissant levier de création de richesse et d'emplois, mais aussi un canal privilégié de transfert de compétences et de formalisation des économies locales.

Cette édition spéciale du magazine Africa Franchise Forum rend hommage aux femmes et aux hommes qui portent haut les couleurs de la franchise africaine. Experts, visionnaires et praticiens œuvrent chaque jour à structurer, professionnaliser et développer cet écosystème en pleine expansion.

Le Dr Paul Arinze, président de l'Africa Franchise Center (AFC), en est un parfait exemple. Sa carrière, son engagement et sa vision stratégique incarnent cette nouvelle génération de dirigeants convaincus du pouvoir de la franchise pour apporter un changement durable aux économies africaines.

Son interview exclusive dans ces pages en est la preuve:



Je suis Bernard ZOBO.

Directeur éditorial Consultant en franchise Conseiller juridique Membre du Collège d'experts de la Fédération Ivoirienne de la Franchise (FIFRANCHISE) Directeur général de FRANCHISES AGREGATOR

La franchise n'est pas un modèle importé, mais plutôt une solution sur mesure, évolutive et profondément ancrée dans les réalités locales.

Cependant, malgré un succès croissant et l'émergence de champions continentaux, des défis subsistent. L'absence d'un cadre réglementaire harmonisé, la faible bancarisation des microentreprises, le manque de formations spécialisées et la méconnaissance des mécanismes de la franchise continuent d'entraver son plein développement. C'est précisément pourquoi le rôle des experts africains est crucial. Ils sont les architectes de la franchise de demain : ceux qui conceptualisent des modèles adaptés, accompagnent les futurs franchisés, plaident en faveur de politiques publiques favorables et connectent les acteurs locaux aux réseaux internationaux.

Des initiatives telles que l'Africa Franchise Index, véritable baromètre continental de la franchise, et l'Africa Franchise Forum prévu à Abidjan en 2026, sont la preuve que l'Afrique prend en main l'écriture de sa propre histoire de la franchise.

L' EDITO



Ce numéro est donc bien plus qu'un magazine : c'est un plaidoyer pour une franchise africaine unie, structurée et résiliente. C'est un appel à la collaboration entre les secteurs public et privé, entre les pays, et entre franchiseurs et franchisés.

Unissons nos forces pour bâtir ensemble un écosystème de franchise solide, inclusif et durable. L'Afrique a tout ce qu'il faut pour devenir un pôle mondial de la franchise. Et ses experts sont déjà à pied d'œuvre.



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VUE DE





« DR. PAUL ARINZE : PROPULSER LA FRANCHISE AFRICAINE VERS LE FUTUR »

Dans un paysage économique africain en pleine mutation, où l'entrepreneuriat prospère mais peine souvent à se développer, un modèle qui a fait ses preuves ailleurs dans le monde gagne du terrain : la franchise. Pionnier de cette dynamique sur le continent, le Dr Paul Arinze, président et cofondateur de l'Africa Franchise Center (AFC), s'est donné pour mission de faire de ce modèle un puissant levier de création de richesses et d'emplois durables.

À l'occasion de la publication du très attendu Africa Franchise Index 2024, une étude révolutionnaire qui dresse pour la première fois un état des lieux de la franchise à l'échelle continentale, le magazine Africa Franchise Forum s'est entretenu avec ce visionnaire. De son parcours exceptionnel au sein de multinationales à sa profonde conviction du potentiel de la franchise pour l'Afrique, en passant par les défis structurels et les immenses opportunités qui se présentent au secteur, le Dr Arinze s'exprime avec franchise.

 Π détaille les principales conclusions de l'INDEX 2024, partage sa vision stratégique pour l'avenir de l'AFC et adresse un à la message fort nouvelle génération d'entrepreneurs. Un entretien exclusif pour comprendre comment la franchise révolutionne le développement économique africain.

Parcours professionnel et implication dans la franchise.

Pouvez-vous nous parler brièvement de votre parcours professionnel avant votre implication dans la création d'Africa Franchise Center (AFC)?

Avant de créer l'Africa Franchise Center, j'avais passé plus de 20 ans dans le monde de l'entreprise. Dès ma sortie de l'université, j'ai tenté de nombreuses aventures en tant qu'étudiant entrepreneur, puis en tant qu'entrepreneur diplômé pendant neuf ans, avant l'ère du GSM et d'Internet.

travaillé J'ai ensuite dans des multinationales comme ExxonMobil et British Gas, où j'ai dirigé des équipes communication d'entreprise, en stratégie, innovation, ESG et affaires gouvernementales. Auparavant, j'ai été conseiller bénévole du président du Sénat nigérian et j'ai présidé un organisme sectoriel du secteur pétrolier dont l'objectif était de mettre en œuvre les politiques publiques pour valoriser les capitaux étrangers.

Ces expériences m'ont permis de comprendre comment les systèmes et les structures favorisent la réussite économique à long terme, ainsi que la politiques dynamique entre investissements dans une économie en développement. Elles ont façonné ma perception des problèmes rencontrés par les entreprises africaines. J'ai également constaté et vécu les nombreux obstacles auxquels sont confrontées les petites entreprises et les entrepreneurs dans certains des environnements les plus défavorisés.

Quel a été votre premier contact avec le monde de la franchise et comment ce secteur a-t-il suscité votre intérêt au point de vous impliquer activement dans sa promotion en Afrique?

Mon intérêt pour la franchise est né de l'observation des tendances économiques mondiales. J'ai constaté que dans les économies où les petites entreprises prospèrent et se développent rapidement, la franchise était souvent un moteur majeur. Elle offrait une structure, des systèmes et un moyen de se développer sans repartir de zéro à chaque fois.

En comparant cela à l'Afrique, et notamment au Nigéria, j'ai constaté un écart inquiétant. Nous avions de brillants entrepreneurs, mais la plupart manquaient de structures pour survivre et se développer.

« Je me suis lancé dans recherche délibérée d'un cadre qui minimise risques liés les l'entrepreneuriat, crée de nombreux emplois et nécessite moins capitaux pour y participer. Cela m'a conduit à la franchise. J'ai clairement compris que ce modèle pouvait changer la donne pour entreprises africaines. »

Quel rôle avez-vous personnellement joué dans la création d'Africa Franchise Center et quelles étaient vos motivations profondes à l'époque ?

« J'étais à l'origine de l'idée, mais je ne pouvais pas le faire seul, alors j'ai convaincu quelques visionnaires professionnels comme moi de me rejoindre en tant que co-fondateurs d'Africa Franchise Center, pour donner vie à cette vision.



Nous passé des avons semaines et de longues journées à réfléchir et à jouer des modèles avec et des stratégies. motivation Notre provenait d'une réalité simple :

Les entreprises meurent jeunes, non pas parce que les entrepreneurs manquent de passion, mais parce que les modèles sont trop fragiles et confrontés à trop de défis structurels et environnementaux.

plupart temps, le du problème ne vient pas du manque d'idées, ni même d'argent. C'est l'absence de structure, de processus et de soutien. La franchise apporte tout cela. Nous avons créé l'AFC pour fournir cette structure permettre et aux marques africaines de se développer, de réussir et de se développer sur tout le continent.

Histoire et évolution du centre.

Comment est née l'idée du Centre de Franchise Africain? Quels ont été les déclencheurs et les acteurs clés de sa mise en œuvre?

L'idée est née de l'observation, pendant des années, du taux élevé d'échec des petites entreprises en Afrique. J'avais participé à plusieurs discussions sur l'entrepreneuriat, la politique économique et la création d'emplois, mais nous constations toujours la même tendance : la plupart des petites entreprises ne survivent pas assez longtemps pour se développer.

Parallèlement, nous avons étudié comment la franchise a contribué à la réussite des entreprises dans les économies plus développées. Les taux de survie des entreprises étaient clairement plus élevés là où le modèle de franchise était utilisé. C'est ce qui a été le déclencheur.

Nous pensions qu'une approche similaire pourrait fonctionner ici en Afrique si elle était bien mise en œuvre.

L'un des premiers à nous rejoindre en tant que cofondateur était mon M. **Emma** Esinnah. ami, un professionnel passionné avec une expérience dans la communication, la banque et le développement. Il a décidé de créer une plateforme qui pourrait aider les marques africaines à se développer et soutenir les marques internationales cherchant à entrer sur le marché africain.

l'Africa C'est ainsi qu'est Franchise Center. »

Depuis sa création, quelles sont les étapes majeures qui ont marqué l'évolution de cette structure?

La création de l'Indice de la franchise en Afrique a constitué une étape majeure. Auparavant, il existait très peu de données structurées sur la franchise en Afrique. Cet indice nous a fourni des faits, des informations et une vision claire des opportunités et des défis. Il est depuis devenu une essentielle ressource pour décideurs politiques, les investisseurs et les chefs d'entreprise.



Nous avons également organisé des formations sur la franchise et participé à des événements dans différents pays. Ces événements ont réuni des franchiseurs,



Un autre moment important a été la investisseurs, entrepreneurs et création de partenariats solides. Nous avons collaboré avec des internationales organisations comme l'International Franchise Association et des organismes régionaux comme Afrexim et IC Publications. Ces premières collaborations nous ont permis de renforcer notre crédibilité et d'étendre notre portée.

régulateurs. Ils ont suscité de véritables échanges et ouvert de nouvelles perspectives de croissance.

des Le centre a-t-il connu réajustements stratégiques au fil des ans ? Si oui, comment avezvous procédé ? Comment avezvous géré ces transitions?

Oui, absolument. Au début, notre terrain? priorité était de faire connaître et de Il y en a eu plusieurs. Au niveau promouvoir la franchise. Mais nous institutionnel, l'un des premiers défis avons vite compris que la sensibilisation résidait dans le fait que la franchise seule ne suffisait pas. Les entreprises n'était pas clairement comprise par de avaient besoin de soutien pour mettre nombreux acteurs du monde des en place leurs structures, former leurs équipes, accéder au financement et se les institutions financières. préparer à la franchise.

services. Aujourd'hui, nous proposons donc dû commencer par expliquer le un soutien en matière de recherche, de concept et instaurer la confiance. renforcement des capacités, de cadres juridiques et opérationnels, et d'accès au Au niveau opérationnel, nous avons marché. Nous également davantage sur les secteurs clés où la franchise peut avoir le plus africaines d'impact, comme la restauration, la financement, santé. l'éducation et la vente au détail. Nous avons géré ces changements en restant connectés aux réalités du terrain. Nous avons écouté les entreprises que nous servons et collaboré avec des partenaires capables de nous aider à des solutions concrètes. proposer Chaque changement que nous avons opéré répondait aux besoins réels de l'écosystème.

L'initiative la plus durable à ce jour, que nous considérons comme un moteur essentiel de la croissance du secteur, et pas seulement de l'Africa Franchise Center, est la création de l'Africa Franchise Index. Il s'agit de la première et unique initiative systématique visant à recenser, à collecter des données cumulatives et à présenter les tendances et les dimensions du secteur de la franchise dans toute l'Afrique, et non pas seulement dans un pays ou une région.

Défis rencontrés.

Quels ont été les principaux défis rencontrés depuis création du centre, tant sur le plan institutionnel que sur le

affaires, notamment les régulateurs et

Cela était perçu comme quelque chose d'étranger ou trop avancé pour Cela nous a conduit à élargir nos notre environnement. Nous avons

> nous concentrons été confrontés aux mêmes problèmes que la plupart des petites entreprises accès limité structures défaillantes et manque flagrant de formation. Nombre d'entreprises souhaitaient se développer, mais n'étaient pas prêtes à adopter la discipline et la cohérence qu'exige le modèle de franchise. Nous avons également dû composer avec des réglementations laxistes ou floues dans plusieurs pays, ce qui compliqué notre expansion.

> > Comment avez-vous réussi à surmonter les obstacles liés à la sensibilisation, au financement et même au soutien des acteurs locaux?

> > Nous avons commencé par présenter les faits. C'est pourquoi nous avons créé l'Indice de la franchise en Afrique. Il offre des informations factuelles sur la manière dont la franchise démocratise le commerce informel en Afrique et peut encore faire mieux.



Le financement reste un défi, et nous sommes ouverts collaborer avec des investisseurs d'impact, des institutions de financement du développement et des banques commerciales. Nous expliquons la franchise en termes simples pratiques, en montrant comment elle réduit les risques commerciaux et améliore l'évolutivité.

Cela a ouvert de nouvelles discussions des avec partenaires financiers.

Côté recrutement de franchises, nous explorons la possibilité de collaborer avec des associations professionnelles, des chambres de commerce et des agences gouvernementales disposant d'un large vivier de personnes expérimentées et désireuses d'explorer l'entrepreneuriat guidé par la franchise. Une fois que les gens comprendront qu'il ne s'agit pas d'une théorie, mais d'un modèle pratique susceptible d'aider entreprises à survivre et à se développer, nous sommes convaincus qu'ils soutiendront plus activement ce projet.

Selon vous, quels sont les principaux obstacles au développement de la franchise en Afrique aujourd'hui? Et comment l'Africa Franchise Center tente-t-il de les surmonter?

« Les principaux défis aujourd'hui sont la sensibilisation, la préparation et la réglementation.

De nombreux entrepreneurs ne comprennent toujours pas ce qu'implique réellement la franchise. Certains pensent qu'elle est réservée à la restauration rapide ou aux marques étrangères. D'autres la trouvent trop coûteuse ou trop complexe.

Un autre défi réside dans le fait que de nombreuses petites entreprises ne sont pas structurées pour se développer. Elles manquent des systèmes, de la documentation et de la cohérence qu'exige la franchise.

Enfin, la plupart des pays africains ne disposent toujours pas de cadres juridiques appropriés pour soutenir la franchise. Cela représente un risque pour les franchiseurs comme pour les franchisés.

Au Centre de Franchise Africain, nous abordons ces problématiques directement. Nous proposons un accompagnement concret pour aider les entreprises à se préparer à la franchise.

Nous proposons des formations, des recherches, des conseils juridiques et des outils opérationnels. Nous collaborons également avec les gouvernements et les régulateurs pour promouvoir de meilleures politiques et encourager l'adoption locale de la franchise.

Etat de la franchise en Afrique.

Selon vous, où en est le marché africain de la franchise aujourd'hui? Connaît-il une réelle croissance ou en est-il encore à ses balbutiements?

Le marché africain de la franchise en est encore à ses balbutiements, mais sa croissance est indéniable et régulière. L'ampleur du développement varie d'un pays à l'autre, comme le montrent les données de l'Africa Franchise Index. Par exemple, l'Afrique du Sud, le Kenya et l'Égypte sont plus avancés, mais le Nigeria, la Tunisie et d'autres pays rattrapent leur retard.



Quels pays ou régions d'Afrique se démarquent en termes de développement de franchise?



contact us today: www.africafranchise.org

Globalement, nous constatons une prise de conscience croissante de la franchise comme stratégie d'expansion commerciale viable, notamment parmi les PME. Selon l'Africa Franchise Index 2024, de plus en plus de marques locales émergentes cherchent à se développer grâce au modèle de franchise. Ainsi, si l'écosystème est encore en formation, la trajectoire de croissance est réelle et prometteuse.

Quelques pays ont pris les devants. L'Afrique du Sud demeure le marché de la franchise le plus mature du continent. Elle dispose d'un écosystème bien établi, doté de structures juridiques, d'options financement d'une et connaissance approfondie du modèle de franchise. Le Kenya affiche également fort un développement, notamment dans les secteurs de la vente au détail et de l'alimentation.

Le Nigéria dispose d'un fort potentiel grâce à sa large base et à sa culture consommateurs entrepreneuriale, mais il se heurte encore à des contraintes structurelles et réglementaires. Le Ghana et le Maroc sont également des acteurs émergents, l'intérêt des pouvoirs publics et l'innovation du secteur privé contribuant à la croissance. L'Afrique de l'Ouest francophone commence à rattraper son retard, notamment grâce à l'implication croissante des marques panafricaines. des chiffres, l'enquête Au-delà progressive de l'Index montre qu'il existe des variations dans la démographie préférences. et d'autres facteurs entre les pays et peut-être les régions.

Quels sont les secteurs les plus dynamiques de la franchise africaine (retail, services, agroalimentaire, technologie, etc.)?

La vente au détail et la restauration restent les secteurs les plus actifs, notamment la restauration rapide et les supermarchés. Ce sont des secteurs où la cohérence de la marque, l'efficacité de la chaîne d'approvisionnement et l'expérience client font de la franchise une solution naturelle.

Les services connaissent une croissance rapide, notamment dans les secteurs de l'éducation, de la santé et de la beauté. Nous assistons également à des innovations dans l'agroalimentaire, où les petites entreprises de transformation cherchent à se développer grâce à la micro-franchise. Avez-vous Les services technologiques tels que la logistique et la finance numérique commencent à explorer le modèle de franchise comme outil de développement, notamment sur les marchés mal desservis.

Partenariats et collaboration

Quels sont les partenaires clés qui soutiennent l'Africa Franchise Center dans la réalisation de sa mission ?

Nous travaillons étroite en collaboration avec un groupe diversifié de partenaires qui partagent notre vision d'une croissance axée sur la franchise en Afrique. L'un de nos principaux partenaires du secteur est WeFranchize, qui soutient développement de modèles et le renforcement des capacités des franchises, notamment en Tunisie et en Afrique du Nord.

Nous collaborons également avec des marques mondiales telles que Curves, Miniso et Burger King, toutes deux présentées dans notre indice des franchises africaines 2024, qui souligne leur engagement en faveur d'une expansion intelligente et des meilleures pratiques en matière de franchise.

Sur le plan financier, Afrexim, Bank of Industry et Fidelity Bank nous ont été d'une grande aide. Elles soutiennent nos programmes par des actions de sensibilisation et un accès au financement, notamment pour les PME prêtes à franchir. Nous avons également établi un partenariat avec Curves Nigeria, contribuant ainsi à l'implantation de franchises de fitness féminines reconnues au Nigeria.

Avez-vous établi des collaborations avec des institutions étrangères, des fédérations nationales de franchise ou des organisations internationales ?



Oui. Nous avons des partenariats avec plusieurs associations de franchises de premier plan hors d'Afrique, ce qui nous aide à adapter les normes mondiales aux conditions locales. Des organisations comme l'International Franchise Association font partie de ce réseau. Grâce à notre Index et à notre travail de conseil, nous avons également établi des liens avec des centres régionaux, comme les centres commerciaux soutenus par Afreximbank, qui utilisent la franchise et les licences dans le cadre de leurs activités.

Comment le centre travaille-t-il avec les gouvernements locaux et les institutions financières pour créer un écosystème favorable aux franchises?

Nous entretenons un dialogue permanent avec les agences gouvernementales. Nos activités comprennent des tables rondes, des notes d'orientation et des actions de plaidoyer directes. Nous soutenons les changements réglementaires qui reconnaissent les formats de franchise et protègent la propriété intellectuelle, des éléments que les gouvernements commencent à intégrer à leur planification économique.

Avec des partenaires bancaires comme Afreximbank et Bank of Industry, nous organisons des ateliers et des séances démonstration expliquant fonctionnement du crédit à la franchise. Cela a aidé certains prêteurs à tester des programmes de crédit axés sur la franchise. Nous partageons également les données de notre indice afin qu'ils puissent élaborer des programmes de crédit fondés sur des données probantes.

INDEX 2024 : Objectifs et perspectives

Quelles ont été les raisons fondamentales de la mise en place de l'étude INDEX 2024?

« Nous avons lancé l'Africa Franchise Index car il y avait un manque de données clair et persistant.

Partout en Afrique, la franchise était mal comprise par les gouvernements, les financiers et les entrepreneurs, souvent perçue comme étrangère ou sans intérêt. Sans données solides, il était difficile d'instaurer la confiance, d'orienter les politiques ou d'attirer les investisseurs. L'Indice a été conçu pour être la première enquête crédible à l'échelle du continent afin de donner à tous, des décideurs politiques aux entreprises, une vision fiable des opportunités et des obstacles.

Etat de la franchise en Afrique.

« Nous sommes partis avec quelques objectifs clairs :

- · Recueillir et analyser les perceptions des consommateurs, les motivations des propriétaires de franchise et les niveaux d'expérience dans plusieurs pays.
- ·Comprendre quels secteurs et quels pays étaient les plus actifs en matière de franchise.
- ·Fournir des données exploitables que les bailleurs de fonds, les gouvernements et les organisations de soutien aux entreprises pourraient utiliser pour prendre des décisions.

De l'édition 2024, nous avons appris, entre autres :



·L'uniformité du service est le facteur le plus pris en compte lors de la visite d'une franchise. Ces résultats nous ont fourni des preuves concrètes à utiliser dans le plaidoyer, les discussions avec l'industrie et les programmes de renforcement des capacités.



·Le secteur de l'alimentation et des boissons est perçu comme le plus lucratif à 71,4 %. ·Environ 30 % des répondants qui ont rempli cette enquête sont des propriétaires d'entreprise. ·Plus de 75 % des répondants préfèrent une marque de franchise à une marque individuelle. ·33 % des propriétaires de franchise se sont lancés dans la franchise en raison du profit.

·63 % des répondants apprécient une expérience positive avec les franchises.

Quelques pays ont pris devants. L'Afrique du Sud demeure le marché de la franchise le plus mature du continent. Elle dispose d'un écosystème bien établi, doté de structures juridiques, d'options de financement et d'une connaissance approfondie du modèle de franchise. Le Kenya affiche également un fort développement, notamment dans les secteurs de la vente au détail et de l'alimentation.

Quelles leçons clés pouvez-vous partager avec nos lecteurs suite à cette analyse sectorielle approfondie?

L'un des principaux enseignements est que la sensibilisation doit se fonder sur des faits et non sur des prenantes opinions. Les parties réagissent lorsque la clarté présente. Nous avons également appris que le potentiel de profit n'est pas théorique ; de nombreux franchisés gagnent bien plus que prévu. Autre constat : la demande des consommateurs est réelle l'expérience de marque compte.

Les clients reviendront vers les franchises pour la régularité, un atout majeur pour les marques qui réussissent. Enfin, la franchise incite les entreprises à la discipline et à la structure, un facteur clé pour réduire la mortalité des PME.

Prévoyez-vous d'étendre cette initiative à d'autres pays ou de la rendre annuelle ? Quels indicateurs comptez-vous enrichir dans les prochaines éditions ?

Oui. L'indice est déjà annuel et nous élargissons le nombre de pays couverts. Nous avons étudié sept pays dans notre édition 2024 et prévoyons d'étendre cette étude à d'autres marchés dans les prochains rapports.

Dans les prochaines éditions, nous prévoyons d'ajouter des indicateurs plus détaillés, tels que les fourchettes de coûts d'entrée, les projets de franchise financés ou autofinancés, les notes de qualité réglementaire, les scores de préparation réglementaire, les produits financiers spécifiques disponibles et les données sur les franchises dirigées par des femmes. Cela aidera les lecteurs à mieux comprendre les lacunes, à adapter le soutien et à saisir des opportunités spécifiques.

Vision et ambitions futures

Quelle est votre vision à long terme pour l'Africa Franchise Center?

Nous envisageons que l'Africa Franchise devienne Center plateforme incontournable en matière de renseignements, de formation et de facilitation des affaires dans le domaine de la franchise sur le continent. Notre ambition à long terme est de bâtir un écosystème où les entrepreneurs africains pourront se développer en toute confiance grâce à la franchise, qu'ils adoptent un modèle ou qu'ils l'exportent.

Nous voulons que, dans chaque pays africain, la franchise soit reconnue comme une voie crédible, évolutive et structurée vers la création d'emplois et de richesses. L'objectif ultime est de domestiquer le modèle de franchise afin que la prochaine grande marque de franchise mondiale puisse tout aussi bien naître à Lagos, Kigali ou Accra.

Quels sont les grands projets en cours ou prévus pour renforcer l'impact du centre sur le continent?

- « Nous nous concentrons actuellement sur trois priorités de transformation :
- 1. Lancement de la Franchise Academy : Nous développons une plateforme d'apprentissage dédiée pour former les futurs franchisés et franchiseurs avec des connaissances pratiques et contextuelles.
- 2. Accélération des marques locales : un nouveau programme conçu pour aider les PME africaines à standardiser leurs opérations et à se préparer à la franchise. Les marques locales doivent se développer.



3. Plateforme de mise en relation des investisseurs : nous construisons un portail de mise en relation pour connecter les entreprises prêtes à franchir avec des financements et des partenaires à travers l'Afrique.

Nous approfondissons également notre collecte de données grâce à l'Index et élargissons nos partenariats avec les organismes de réglementation et les institutions financières. »

Vous souhaitez créer des antennes régionales ou développer des outils digitaux pour mieux servir les entrepreneurs africains?

Absolument. L'avenir de notre travail est décentralisé et numérique. Nous prévoyons de créer des pôles régionaux de soutien aux franchises en Afrique de l'Ouest, de l'Est, centrale et australe, en des partenariat avec organisations locales solides pour garantir un engagement communautaire profond.

Sur le plan numérique, nous déployons des plateformes permettant de découvrir des opportunités de franchise, de réaliser des diagnostics en ligne pour évaluer la préparation des entreprises et d'utiliser des outils pour évaluer la rentabilité des unités. L'idée est de proposer un parcours de franchise en ligne, de la formation à la salle des marchés.

Quel message souhaitez-vous adresser aux jeunes entrepreneurs africains qui souhaitent se lancer dans la franchise?

N'attendez pas les conditions idéales. La franchise est l'un des moyens les plus rapides de développer votre activité et de minimiser les risques liés à votre parcours entrepreneurial. Que vous souhaitiez créer votre propre marque ou adopter un modèle éprouvé, l'opportunité est réelle et en pleine expansion. La franchise enseigne la discipline, la structure et la gestion de la marque. Des qualités indispensables à tout entrepreneur à succès.

Alors, si vous avez de l'ambition, un esprit d'apprentissage et la volonté de suivre un processus éprouvé, la franchise pourrait être la meilleure décision à ce jour. Et à l'Africa Franchise Center, nous sommes là pour vous accompagner à chaque étape.





Franchise Data Analytics & Report





EMPOWERING AFRICAN SMES FOR PROSPERITY THROUGH

FRANCHISING



Franchise Capacity Development





Franchise Strategy & Modeling



International Expansion

Africa Franchise Center (AFC) empowers SMEs through franchising as a catalyst for growth, job creation, and sustainable developement. We help entrepreneurs thrive and build a prosperous future, one franchise at a time.

Contact for more info via;

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Africa Franchise Index

2024 EDITION



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Foreword to the Index

Dear Reader,

Whether you are an international franchise firm looking to expand into Africa, an African company exploring how you might franchise your own business, a government leader or regulator contemplating how to diversify your economy, or a potential franchise investor, you hold within your hands a goldmine of data and analysis that will help you in your quest to be successful in the African franchise sector.

With the Africa Franchise Index the expert team at the Africa Franchise Center- all of them busy franchise and business owners themselves- have provided us with a much-needed road map to navigate the African SME space and find the best opportunities in the continent's fastest growing markets. And yet, this report goes far beyond highlighting and prioritizing the opportunities and challenges.

The AFC team have put forth well-considered suggestions for how to develop the sector across the continent, ranging from strengthening the regulatory environment to building technical expertise and creating better access to financing. Their clarion call is clear: individual companies and investors, trade associations and chambers of commerce, and governments and regulators all play a role in creating an optimal franchise environment. Enterprising business people across the globe have employed the franchise business model to generate literally trillions upon trillions of dollars of value to themselves, their communities and their countries. As Africa's economies diversify, the franchise business model can and must be strategically employed to reduce

downside business risk and failure, accelerate growth results, create jobs and teach aspiring youth to become business owners and create jobs for themselves. Whatever your interest, I encourage you to study the African Franchise Index with an eye toward using the information to add value to the marketplace and to your own and others' businesses.

I fully commend this expert report into your hands and challenge you to be part of the movement to make franchising a central feature of Africa's emerging economic miracle.

PETER MOYANGA

SME and Franchise Development Expert





Preface to the 2024 Edition of *AFRICA FRANCHISE INDEX*

If there was any other resource like the Africa Franchise Index, Africa Franchise Center (AFC), would not be publishing this Index. In our professional lives spanning various industries including finance, oil and gas, marketing, communication, strategy, franchising and more, we, the co-founders of AFC, have learnt to keep quiet unless our speaking would improve the silence, in the words of Jorge Luis Borges.

Over the last three editions of this publication, it has proved to be an invaluable resource for executives who want to make informed, data-driven decisions; for franchise industry players, whether owners or workers, who want to understand and predict trends; for ordinary people who want to understand and follow the industry; as well as government entities who do regulate and seek to understand the industry they regulate.

The current edition has maintained the tradition of quality offering from AFC. With increasing complexity of markets, economic headwinds and "environmental hazards", no serious business person wants to invest without proper understanding of their industry. This is what this Index is -providing those insights in the franchising space in Africa so as to guide informed business decision-making. We are pleased that AFI has become a yearly publication that will continue to provide guidance to stakeholders in the franchising space across the continent.

In addition to original data, the interview with Rym Ayari, founder of WeFranchiz, based in Tunisia, is very refreshing offering in this edition. Rym, who has played in the franchising space in Africa, Europe, Middle East and North America, over last two decades, has just joined the advisory board of AFC. With her new position, Rym's unique perspectives will become a frequent presentation in this yearly Index.

The co-founders of Africa Franchise Center, publishers of the Index, have a vested interest in the success of franchising in Africa. We are investors in franchising. We must, therefore, continually seek ways for the industry to thrive. Furthermore, we can talk authoritatively about the industry, having played both as franchisors and franchisees. Our experience has been deployed to the production of this Index. Above all, we consider it our labor of love to the industry.

We will continue to broaden the survey universe, and increasing both the number of people and countries of Africa covered in the survey. We will continue to do such other things as are necessary to ensure that the Index remains a valuable resource to franchising industry stakeholders on the African continent.

We urge you to improve your franchising play in Africa. Be guided by AFI. It is now in your hands.

EMMA ESINNAH

Co-founder & Director Africa Franchise Center (AFC) January, 2024.



Complexity and Potential of Franchising in Africa



Welcome to the third edition of Africa Franchise Index the industry standard for tracking and analyzing the growth and development of franchising on the African continent.

The Index focuses on educating, enlightening, and promoting franchising as a business model, thereby unlocking the potential that franchising offers for economic growth in Africa.

Published by Africa Franchise Center (AFC), the AFI highlights the state of the franchise industry in Africa using a data-driven approach. AFC gathers perspectives based on aconsistent survey of Africans residing on the continent to provide business decision insights and policy guidance on factors contributing to the development of Africa's promising franchise industry, in addition to raising general awareness.,

Consequently, the AFI serves as a standard for monitoring the franchise industry and franchising perceptions and behaviors across the continent, access the viability of franchising subsectors, and mapping customer satisfaction to predict potential future trends, among other insights.

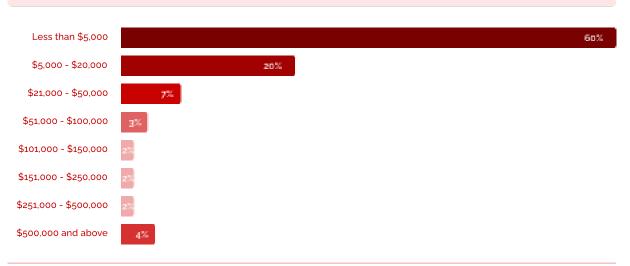
For example, while our recent survey reveals moderate consumer knowledge of franchising, it also indicates significant interest in the concept, highlighting Africa's vast growth potential. As the developed world's franchising industry reaches saturation, an emerging region like Africa presents an ideal landscape for its spread. We believe the following factors contribute to the growing awareness and understanding of franchising across the continent:

DEMOGRAPHIC INSIGHTS

Income bracket:

While knowledge of franchising remains limited, our survey respondents revealed a growing desire for franchise-branded products and services, even with limited incomes. This trend signifies an expanding consumer base favorable to franchising. With increasing disposable income indicated in some demographics, this represents a significant opportunity for franchisors to cater to a range of evolving needs and preferences.

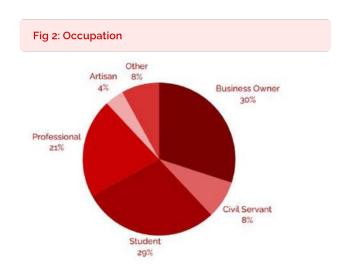


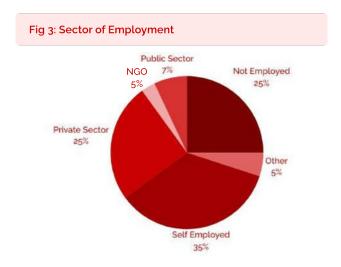




Consumer Occupation

The Africa Franchise Index unveils a clear correlation between occupation and understanding of franchising: individuals in business-related professions seem to have a deeper grasp of the model due to their daily exposure, relevant knowledge base, network access, and industry-specific insights. Also, student consumers of franchises, who gain practical experience alongside theoretical knowledge, are a unique group and could potentially bridge the gap between professional exposure and consumer understanding. While occupation plays a significant role, the data shows that actual understanding isn't solely determined by it.





Franchise presence:

Footprint matters, apparently. Regions with a physical presence of franchised outlets demonstrate significantly higher levels of awareness and understanding regarding the concept of franchising. This underscores the crucial role of brand visibility in fostering familiarity and comprehension.

Over 70% of individuals surveyed who indicated that franchise businesses are popular in their country either possess prior knowledge of franchising or have at least heard of the concept and often exhibit a deeper understanding of the industry. This data provides compelling evidence of the direct correlation between brand visibility and awareness.

Fig 4: How would you describe franchise business in your country?

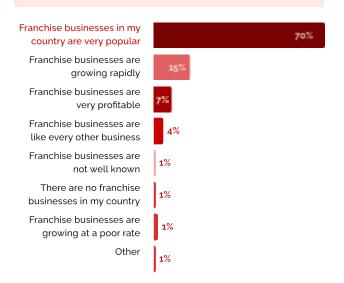


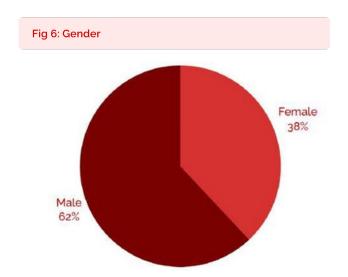
Fig 5: How familiar are you with the concept of franchising?

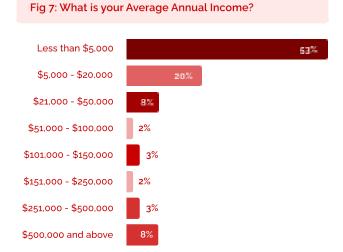




Gender

The data from this year's survey indicates that men were more likely than women to respond. This could be mostly related to the desire to invest in franchising, perhaps because of the disparity in income between males and females. This result is similar to the previous surveys, where there were more responses from males than females, and more indications of readiness to invest in franchising among men.







Franchise front runners in Africa

It is well documented that the rise of interconnectedness and market saturation in most economies is driving a major shift in the global business landscape. This compels businesses and investors to venture beyond their familiar territories in search of new avenues for growth and expansion. Africa, a continent brimming with untapped potential, presents a compelling opportunity for franchising businesses.

Over 300 global franchise companies have already established a footprint across diverse sectors in Africa, ranging from food and beauty to technology, hospitality, and retail. This robust and growing presence underscores the continent's attractiveness for franchisors seeking to capitalize on unique market dynamics.

However, the rate of growth, adoption, and even consumer awareness or understanding of franchising vary among countries. Here are highlights of some franchising frontline countries in Africa.

South Africa

South Africa's established legal framework, robust infrastructure, and affluent consumer base solidify its position as the undisputed leader in African franchising. This relatively more mature market offers a proven blueprint for success, attracting a diverse range of brands and fostering a flourishing franchising ecosystem.

Egypt

The Egyptian franchising sector has experienced significant growth over the past three decades, particularly in the fast-food segment. Today, the landscape boasts over 600 franchises operating hundreds of diverse locations, covering both the food and non-food sectors. According to the Egyptian Franchise Development Association (EFDA), local businesses account for 42% of this total, generating annual sales of EGP 12 billion. Foreign corporations represent the remaining 58%, contributing a substantial EGP 60 billion to the Egyptian economy. This booming industry demonstrates the remarkable success of franchising in Egypt and its significant contribution to the nation's economic growth.



Nigeria

Nigeria possesses the largest potential market for franchising in Africa, with an estimated annual revenue exceeding \$100 billion across various products and services. This booming market is fueled by a growing middle class and a strong desire for foreign brands. Currently, the most successful franchising sectors in Nigeria include fast food, hotels, professional training, fashion, healthcare, oil and gas distribution, transportation, telecommunications, distribution services, and American-style education.

□Ghana

Despite the strong growth of the franchise sector in Ghana over the past five years, significant potential remains for expansion, particularly in both food and service-based franchises. This promising outlook is driven by the overall positive trajectory of the Ghanaian economy and a growing optimism about the future, leading to increased interest in franchising opportunities.



The comparison between franchise awareness and franchise familiarity

While awareness of franchising is growing across Africa, this survey reveals a substantial gap between awareness and in-depth knowledge. This disparity hinders the expansion of established franchises and discourages potential franchisors from venturing into the African market. Since awareness and knowledge drive adoption, there is a space for policy and advocacy to make an impact.

Nigeria:

Fig 8: Have you heard about franchising before?

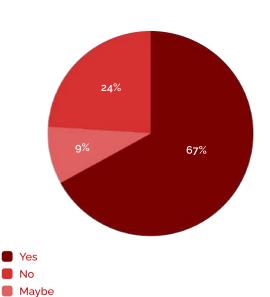
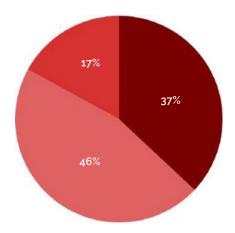


Fig 9: How familiar are you with the concept of franchising



- I know what franchising is all about
- I have heard of franchising but I'm not familiar with it
- I don't know anything about franchising



Ethiopia:

Fig 10: Have you heard about franchising before?

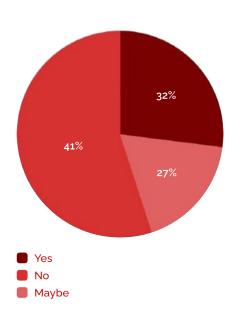
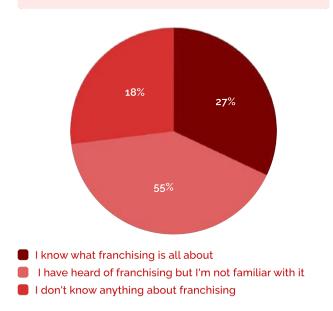


Fig 11: How familiar are you with the concept of franchising



The following represents the percentage difference between those who report simply being aware of franchising and those who report they have high-quality information:

Nigeria: -30.2% Ethiopia: -4.5% Kenya: -33.4%

≅Kenya:

Fig 12: Have you heard about franchising before?

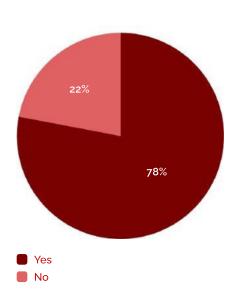
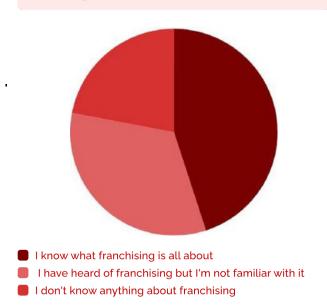


Fig 13: How familiar are you with the concept of franchising





The charts of responses from Kenya reflect the significant gap between a larger number of people who say they know a little about franchising and the few who confirm they have a real understanding of it. The latter are able, for instance, to comment on the challenges facing the industry in their locality and even offer some suggestions.

Relationship between a GDP and franchising

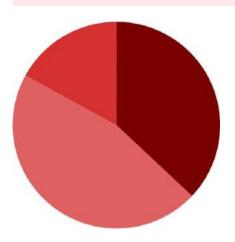
Although our research reveals similarities among Nigeria, Ethiopia, and Kenya, it also highlights the limited reach of franchising in Africa, despite the continent's ongoing economic development and evidence of growth in the sector. This finding underscores the significant potential of franchising to drive economic growth and empower individuals across Africa.

The charts below reflect the World Bank gross domestic product (GDP) and GDP per capita (per person) figures of selected countries, along with responses about awareness and knowledge of franchising.

Nigeria:

Nigeria 's 2022 GDP is \$477 billion (\$2,184 per capital)

Fig 14: How familiar are you with the concept of franchising

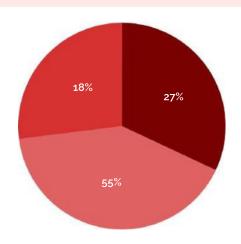


- I know what franchising is all about
- I have heard of franchising but I'm not familiar with it
- I don't know anything about franchising

Ethiopia:

Ethiopia GDP is \$120 billion (\$1,000)

Fig 15: How familiar are you with the concept of franchising



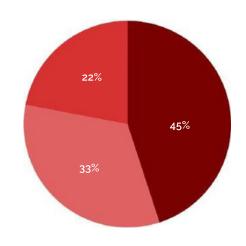
- I know what franchising is all about
- I have heard of franchising but I'm not familiar with it
- I don't know anything about franchising

≅Kenya:

Kenya GDP is \$113billion (per capita was \$1,276)

Fig 16: How familiar are you with the concept of franchising

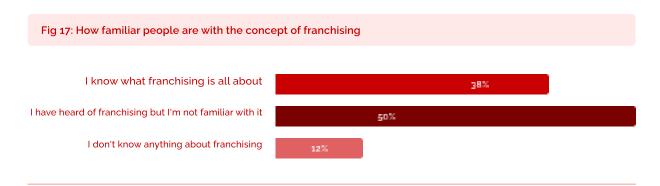
- I know what franchising is all about
- I have heard of franchising but I'm not familiar with it
- I don't know anything about franchising





□Ghana:

Ghana GDP is \$72 billion (\$2,252 per capital)



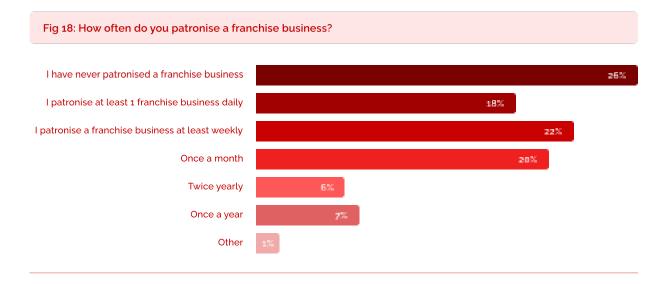
Data Comparison 2020 versus 2023

Our survey reveals a concerning trend of declining market patronage for franchises. Data indicates, for instance, a weekly patronage rate of 31% in 2020, dropping to 22% in 2023, even lower than the COVID-19 year of 2019 with 29%. A similar trend is noticeable for monthly patronage. Conversely, the number of people who say they never patronize franchises has increased from 16% in 2019 to 26% in 2023, although it dropped inexplicably in 2020.

Level of Patronage of franchise business	2019	2020	2023
Never	16.54%	8%	26.1%
Daily	2.83%	13%	17.7%
Weekly	29.92%	31%	21.7%
Monthly	24.88%	25%	20.2%
Bi-annual	3.78%	2%	5.9%
Annually	2.83%	2%	6.9%
Other	10.08%	6%	1.5%

This decrease in reported patronage warrants investigation, as it suggests potential challenges for the future of franchises. Several factors may contribute to this decline, including the increasing popularity of online shopping, rising costs of living, the reduced footprint of physical stores by major retail franchises, and evolving consumer preferences. Addressing these factors and adapting to changing consumer dynamics will be crucial for the franchise industry to regain its footing and reverse the current downward trend.





While a nation's GDP often serves as a gauge of its ability to support successful franchises, the landscape in Africa presents a complex picture. The potential for franchise growth significantly exceeds immediate reality. In many African countries, franchises largely cater to the upper middle class and affluent demographics, with brands like KFC, Burger King, and Samsung enjoying significant success.

While the premium market is financially viable for franchisors, it leaves a significant gap in the franchising landscape for the vast middle and lower middle classes. These segments represent a major portion of the population yet remain largely unserved by current franchise offerings.

South Africa, regarded as the birthplace of African franchising, exemplifies this dynamic. Despite being one of the countries in Africa with the highest GDP, both total and per capita, there is still evidence of a lag in access to franchising opportunities for most of the population, either as consumers or as entrepreneurs. This presents a unique opportunity for franchisors who embrace innovative models that cater to a broader range of income levels.

Nigeria, with its burgeoning middle class and selective affluence among certain demographics, represents another promising market. Franchise models that prioritize affordability and accessibility, tailor offerings to income levels, and maintain customer satisfaction through cultural adaptation can unlock the true potential of this dynamic country and similar markets across Africa.



Franchise models that prioritize affordability and accessibility, tailoring offerings to income levels and maintain customer satisfaction through cultural adaptation, can unlock the true potential of franchising across Africa.



The Customer Experience



Key Statistics

61%

of respondents patronize franchises within the food & beverages sector 63%

of respondents enjoy a positive experience with franchises



Uniformity of service is the highest rated factor considered in visiting a franchise



Consensus across countries is that franchise businesses are very popular

The prevalence of franchises in the food and beverage, retail, and business and service sectors in Africa is attributed to the willingness of established brands to expand their operations on the continent and the perceived attractiveness of quick returns on investment for investors. However, other sectors like sports, health and fitness, and education also present significant untapped potential for franchising due to their reported lower levels of awareness and market saturation.

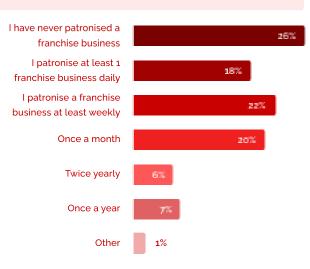


Underserved sectors like sports, health and fitness, and education also present significant untapped potential for franchising due to their reported lower levels of awareness and market saturation.

To fully harness the potential of these underserved sectors, several strategies can be employed, including targeted market research, localized franchise models, strategic partnerships, comprehensive support systems, and targeted marketing campaigns.

By embracing these strategies and venturing into underserved sectors, franchisors can unlock a wealth of untapped opportunities, contribute to economic growth, and empower entrepreneurs across Africa.

Fig 19: How often do you patronize a franchise business?



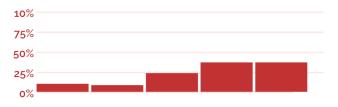


What do the people think:

A positive reputation could provide the franchise business with a competitive edge.

Our research reveals that while customers generally have a good experience with franchise businesses, many also express a preference for them over independent or local establishments, an insight that franchise enterprises can build on.

Fig 20: The general experience for most Franchise owners

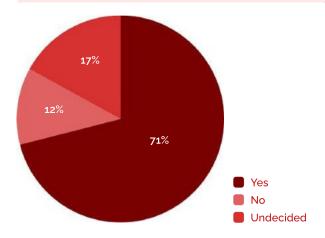


31% of respondents selected range 5, indicating a very positive experience with a franchise business, and another 32% selected range 4, indicating a positive experience. This suggests that most respondents (over 60%) had a strongly favorable experience with franchise businesses compared to non-franchise offerings.

46

Most respondents (over 60%) had report a strongly favorable experience with franchise businesses, and even more (70%) prefer them to non-franchise offerings.

Fig 21: Do you prefer a franchise brand to an individual brand?

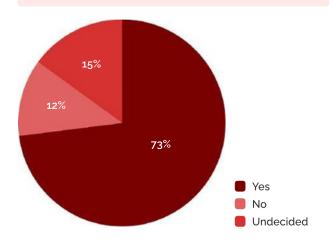


When analyzing the opinions of both groups by gender, a similarity emerged. While most men expressed a preference for franchise firms, most women also share the same level of enthusiasm. The slightly lower number for women may be due to the income gap, or perhaps women are more price-conscious since franchise businesses are sometimes perceived as slightly more expensive than comparable generic offerings. But considering that women tend to make most of the household buying decisions as well as their own and the younger children's, there is opportunity for franchises to target women for more adoption and thus

Male:

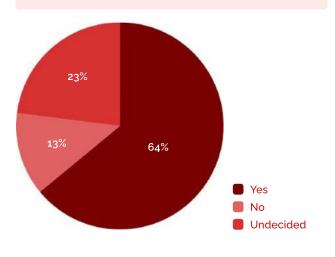
increase their bottom line.

Fig 22: Do you prefer a franchise brand to an individual brand?



Female:

Fig 23: Do you prefer a franchise brand to an individual brand?







Considering that women tend to make most of the household buying decisions as well as their own and the younger children's there is opportunity for franchises to target women for more adoption and thus increase their bottom line.

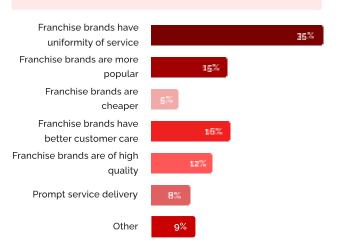
The relative difficulty of replacing franchise goods and services suggests that independent competitors face a significant challenge. This emphasizes the need for franchise owners to proactively differentiate their businesses and stand out from the crowd.

Franchisees enjoy a distinct advantage in this regard. Access to regional or global networks provides franchisees with a wealth of tools and ideas that can be readily implemented to enhance the customer experience and market differentiation. Additionally, the business model's economies of scale may make it less expensive for franchisees to implement these value-added services, especially if there are many franchisees in the same market.

Brand Preferences

According to our study, customers are drawn to franchise businesses because of the uniformity of the services they expect to receive, among other reasons. Consumers expect the same level of service in Victoria Island, Lagos, when they visit Cold Stone Creamery, just as they would in Hauteng, Johannesburg, South Africa. They then anticipate highquality goods while patronizing the more popular brands.

Fig 24: Why most people prefer franchise brands to an individual brand



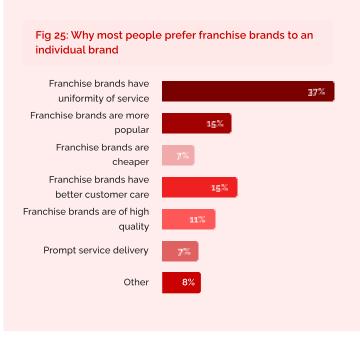
Significantly, our survey reveals that a sizable majority of respondents place a higher value on brand popularity than they do on the quality of their products or services, which is a change in the dynamic of the last index. This demonstrates the power of brand recognition and its ability to influence consumer decisions. Remember, in this market, popularity is not just a perk; it's a powerful driver of consumer choice.

However, unlike the past report, where countries like Nigeria and Kenya veer slightly away from the consensus trend above, there appears to be more consistency in the feedback across countries in the latest survey. Only Ghana and Zimbabwe have always prioritized the popularity of the brand over customer service.

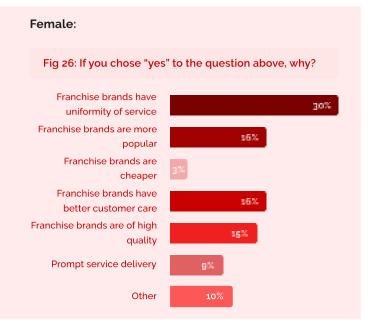


Looking through the gender lens, we see alignment both between male and female respondents and in relation to the general perception of franchises as an experience.

Male:



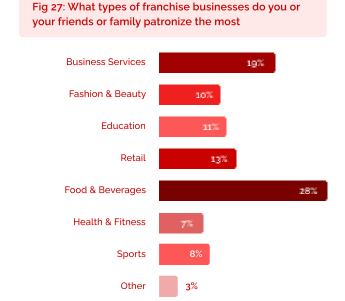




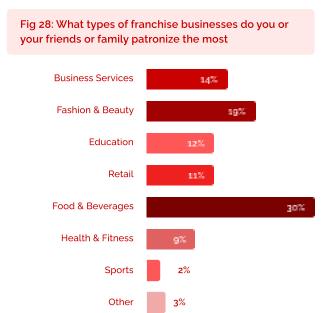
Gender Experience:

Finding the appropriate target market is also important when evaluating the expansion and success of franchise firms, particularly in areas where gender equality is a factor. The survey feedback indicates that men value business service and food and beverages more than women. This is an interesting variation from the year 2020, which saw men preferring mainly food and beverages.

Male:



Female:



In comparison, for women, although food and beverages continue to hold some interest, there has been a 20% reduction in their interest in that sector over time since 2020.

Country Perspective about franchising

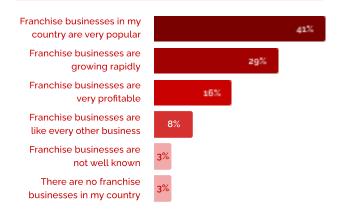
How people see franchising in different countries

Throughout Africa, we discovered a growing interest in franchising generally, but with telling variations in preferences. Franchises remain popular even in nations with low incomes per person, like Nigeria and Ethiopia. This is probably because other motivating factors that exist in these markets, such as demand, good competitive conditions, brand identity, franchisor experience, financial aid, and support services, seem to be improving, even with relatively low disposable incomes, and other challenges like inflation.



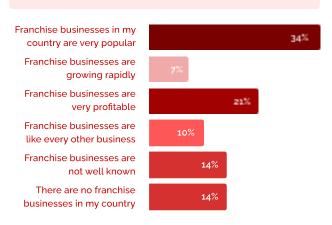
■Nigeria:

Fig 29: How would you describe franchise business in your country?



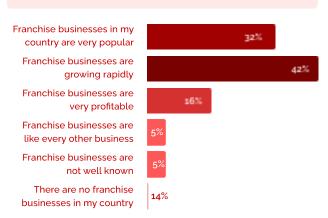
Ethiopia:

Fig 30: How would you describe franchise business in your country?



≅Kenya:

Fig 31: How would you describe franchise business in your country?

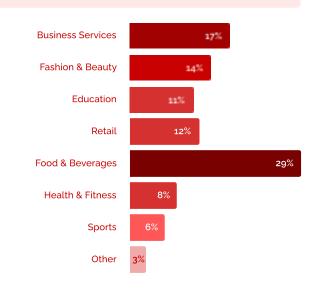


Only Kenya veer slight away from the consensus trend above.

Data Comparisons: 2020 vs 2023

The food and beverage sector in Africa has led a consistent rise in franchisee prosperity, reaching 75% in 2019, sustaining 56% in the covid year 2020 and showing further growth to 60.6% in 2023. There are several possible causes for this. Consider the mid-priced franchises, Shoprite and Miniso for instance. Despite pulling back geographic footprints, they remain popular in countries where they remain in business.

Fig 32: What types of franchise businesses do you or your family patronize the most?



A franchise's ability to satisfy its customers is crucial to its success. For most franchises in Africa, uniformity of service is their primary selling point. Franchise products are bought by customers for the experience.

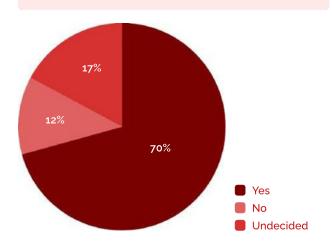
In 2020, 30% of respondents said they would rather use a local brand, and 70% said they would rather use a franchise. It's astounding how these views have not changed so much between 2020 and 2023.

This trend continued in 2023, with 70.4% favoring franchises and 12.3% choosing local. Interestingly, the proportion of undecided individuals increased slightly to 17.2% within just over two years, providing a window for market capture by thoughtful franchise businesses.





Fig 33: Do you prefer a franchise brand to an individual brand?



What franchise business sector do you or your friends patronize?		
Food and Beverages:		
2019	75%	
2020	56%	
2023	60.6%	





Key Statistics

71.4%

The food and beverage sector is perceived to be the most lucrative at 71.4%.

60.6%

Regarding supply, the food and beverage sector is preferred by respondents (60.6%).

2,900

With 2,900 locations across 15 African nations, Shoprite is the most frequented franchise in the countries examined in Africa. Kentucky Fried Chicken (KFC) led the way in 2019.

On the whole, the food and beverage industry continues to be the largest franchise market. Among respondents, Shoprite, Domino's Pizza, KFC, and Chicken Republic continue to be some of the most popular franchise brands that offer food and beverages solely or partly.

Most respondents concur that the largest obstacle facing franchise firms in Africa is government policies and laws.

44

Most respondents concur that the largest obstacle facing franchise firms in Africa is government policies and laws.



Spotlight 1: Shoprite



Shoprite started small in 1979, with just eight stores in South Africa. But they grew fast, opening in Namibia in 1990 and spreading across Africa by the mid-90s. Today, Shoprite is the continent's biggest food and grocery retailer, with over 2,900 stores in 15 countries.

Shoprite's success comes from understanding Africa. They offer a wide range of products at affordable prices, tailored to local tastes and budgets. They also work with local suppliers and farmers, boosting local economies. This makes Shoprite a popular choice for Africans and a major contributor to the continent's economic growth.

With its vast network and commitment to local markets, Shoprite is sure to remain the king of African retail for years to come, despite consolidation in some markets.

Spotlight 2: Domino's Pizza 🧬



Domino's Pizza arrived in Africa in the 1990s, starting with major cities like Lagos and Nairobi. They adapted their menu to local tastes with toppings like suya chicken and jollof rice pizza, which are cultural favorites, while competing with other pizza chains with good prices and online ordering.

Today, Domino's operates in over 15 African countries and has hundreds of outlets. They appear committed to the continent and plan to expand further, targeting new markets and partnering with local businesses. Domino's success in Africa shows how adapting to local preferences and embracing innovation can lead to delicious growth.

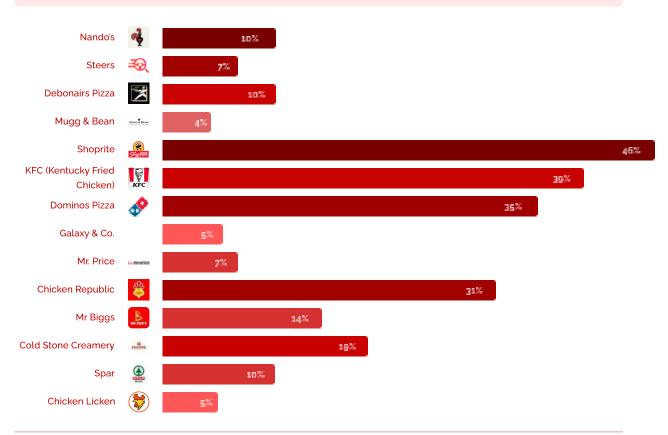
Spotlight 3: KFC



Kentucky Fried Chicken (KFC) has established itself as a prominent and beloved brand across the African continent, boasting a rich history and widespread presence. Arriving in Africa in the 1960s, KFC pioneered the fast-food landscape, offering a familiar yet distinct taste that resonated with local palates.

Looking ahead, KFC remains committed to its expansion and growth across the African continent. They plan to continue adapting to local preferences, fostering strong community ties, and implementing innovative strategies to solidify their position as Africa's favorite fried chicken brand.

Fig 34: Which 3 franchise brands do you ike the most

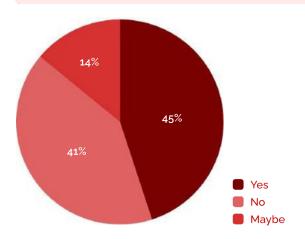




Where are the future franchises?

45% of respondents in our sample size said that they would be willing to franchise their businesses, indicating the belief that franchising has a bright future in Africa.

Fig 35: Do you have a growing business you would like to franchise?



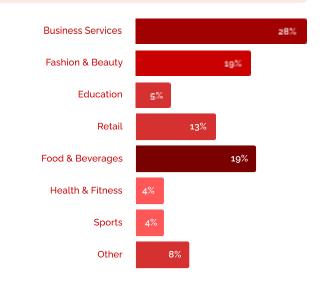
While a ready pool of eager participants exists for aspiring franchisees seeking readily accessible partners, a largely untapped market remains for foreign franchisors seeking local partners for their businesses. To maximize this potential, it's crucial to establish entry channels for both interested franchisors and potential franchisees and to engage advisors who know the local market and can help navigate regulation and identify credible franchisees.

44

With a ready pool of aspiring franchisees seeking readily accessible partners, a largely untapped market remains for franchisors, especially in business services

Notably, the business services area attracted the most interest from entrepreneurs considering franchising in their local market or eager to explore new markets, with the sports industry lagging.

Fig 36: What sector does your business fall into?

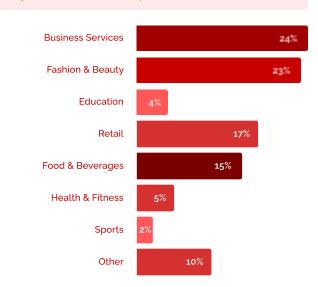


However, across the age groups covered, the food and beverage sector failed to reclaim its top position as the business services sector surged in popularity among prospective franchise business owners within the 20–30 and 31–40 age groups. It does seem, therefore, that while the food and beverage sector is popular and well established, the future of franchisee uptake currently lies in business services, especially among younger people. This probably has something to do with digital and the internet.

What sector does your business operate in?

20 - 30 years

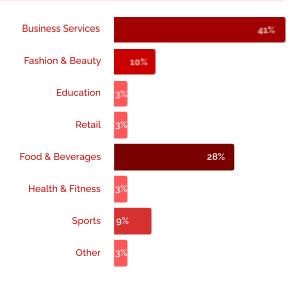
Fig 37: What sector does your business fall into?





31 - 40 years

Fig 38: What sector does your business fall into?

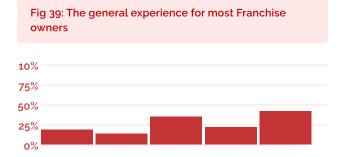


Of the 45% that do own businesses, they would love to franchise, and the majority would love to play in the business services space. Examples of companies in the business services sector are KPMG, PwC, DHL, etc.

More people in countries like Nigeria, Ethiopia, and Kenya believe their businesses can be franchised.

What do franchise business owners say about their experience?

According to the survey, 32% of respondents rated their experience as a franchise owner as 5 out of 5, indicating a high level of satisfaction. An additional 16% rated their experience as a 4 out of 5, and 26% rated it as a 3 out of 5. This suggests that, overall, franchise owners are pleased with their decision to pursue this business model.



Range 5 - 32% Range 2 - 11% Range 4 - 16% Range 1 - 15%

Range 3 - 26%

When asked about their motivations for choosing franchising, respondents provided a diverse but insightful set of reasons. Profitability emerged as the primary driver, with 33% citing it as the deciding factor. This underscores the potential for financial success as a key motivator for franchise ownership.

Additionally, a significant portion of respondents valued the independence and flexibility offered by franchising, with 19% and 13% highlighting these aspects, respectively. This suggests that the allure of franchising lies in its ability to combine entrepreneurial freedom with the backing and support of an established brand.

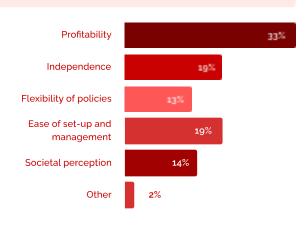
Notably, nearly 20% of respondents emphasized the ease of setup and management as a major advantage, underscoring the value of having a proven business model and established infrastructure in place.



The satisfaction level among franchise business owners is remarkable, with more than 50% reporting 4 or 5, the highest rating options. These could become powerful ambassadors

These diverse motivations highlight the multifaceted appeal of franchising, which offers the potential for financial success, entrepreneurial freedom, and operational ease.

Fig 40: The major reason why people venturing into Franchising?



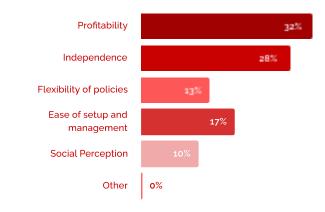


Profitability remains a key driver for franchisees across regions, particularly in Ethiopia and Nigeria, where 41% and 32% of respondents ranked it as the most important factor in their satisfaction with their franchise experience, respectively.

However, regional variations emerge when looking beyond solely financial motivations. For instance, Kenyan franchisees place a stronger emphasis on the independence and operational ease offered by franchising models, with 38% and nearly 25% citing these aspects as key contributors to their positive experiences.

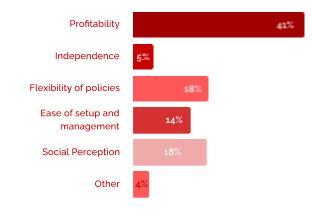
■Nigeria:

Fig 41: What is the major reason for your choice in the question above?



Ethiopia:

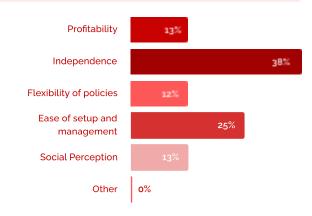
Fig 42: What is the major reason for your choice in the question above?





Kenya:

Fig 43: What is the major reason for your choice in the question above?

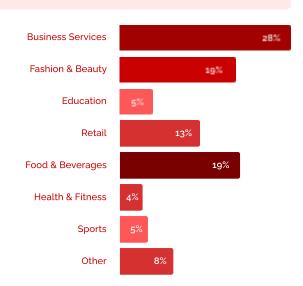


The fact that not all franchise firms are successful everywhere is instructive. It is impossible to overemphasize the value of thorough market research before starting a franchise. Prospective franchisors need to carefully examine their business models to make sure they will be well-received in the targeted market. Although identical countries might yield similar corporate outcomes, this is never guaranteed.

Data Comparison: 2020 vs 2023

Most local businesses in the business services sector in 2020 and 2023 expressed confidence in their ability to be franchised. The percentage of respondents who desired to franchise their company in that industry fell from 32% in 2020 to 28% in 2023. In 2019, over 63% of respondents expressed interest in franchising their business. One probable explanation for why this number decreased rather than increased from year to year could be the current market conditions that most businesses are facing as a result of inflation and the effect of COVID-19.

Fig 44: What sector does your business fall into?





Growth of Franchising in Africa



Key Statistics

\$40,000 \$270,000

It costs anywhere from \$40,000 to \$270,000 to establish a franchise business.

80%

80% of Africa's GDP is concentrated in 11 of its fastest-growing markets, including Nigeria, Egypt, and Kenya. 5

By 2025, one in five people will come from Africa. \$59

The African franchising market is estimated to be worth US\$59 billion in 2023.

A New Frontier for Africa

Franchising has demonstrated remarkable resilience throughout its five-decade history, weathering economic ups and downs with unwavering optimism. Even amidst the recent global economic slowdown, the franchise sector remains a significant global force. At its core, franchising thrives due to the potent combination of a franchisor's established brand and support systems, coupled with the drive and dedication of independent franchise owners. This powerful synergy, bolstered by a structured business format, empowers franchising to flourish even in challenging times.

Recognized as the "global ambassador of small business," franchising possesses the potential to unlock wealth, growth, and stability for the African continent. This burgeoning landscape, with its vibrant entrepreneurial spirit and diverse markets, emerges as a new frontier for franchising. South Africa, with its established franchise ecosystem and impressive track record, stands as a natural leader in this exciting journey. Notably, over half of South Africa's franchise concepts have successfully ventured into other African countries, with 79% reaching Sub-Saharan Africa and 9% entering Northern Africa.

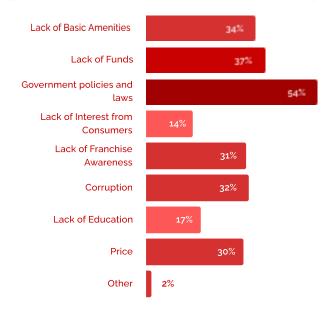
Africa's emerging economies present exciting opportunities for global businesses for expansion in retail and distribution. Changing demographics and improving business environments across the continent will be just two of the factors contributing to rising household consumption, which is predicted to reach \$2.5 trillion by 2030. Seven countries— Nigeria, Ethiopia, the Democratic Republic of the Congo, Egypt, Tanzania, Kenya, and South Africa—will soon hold half of the continent's population, and 43 percent of Africans across the continent will belong to the middle or upper classes. The rising income levels among all socioeconomic groups and increasing demand for goods and services should encourage businesses to explore introducing their products to the continent. Lucrative opportunities throughout Africa exist for investment, production, and delivery.



Franchise businesses suffer a great deal from poor government regulations

Even though there are numerous franchise companies on the continent—many of which have become household names—our research reveals that inadequate government regulations make it difficult and unpredictable for companies to operate, discouraging prospective franchisees from making the bold move. In other words, the government fails to enact clear, foreseeable regulations that promote a favorable business climate.

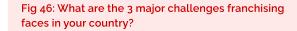
Fig 45: What are the 3 major challenges franchising faces in your country?

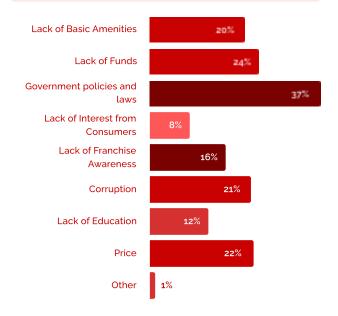


Even though African nations are frequently said to be experiencing similar difficulties, it is fascinating to observe that each nation has unique characteristics when analyzing its business growth environment.

While Nigeria and Ethiopia maintain poor government policies as their foremost challenge, lack of awareness is found to be the main obstacle to franchising in Kenya, along with a lack of funds.

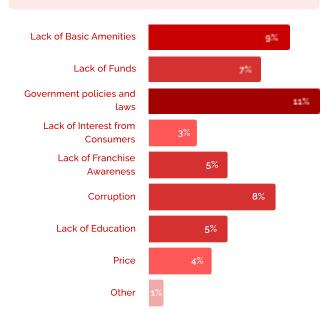
■Nigeria:





Ethiopia:

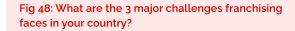
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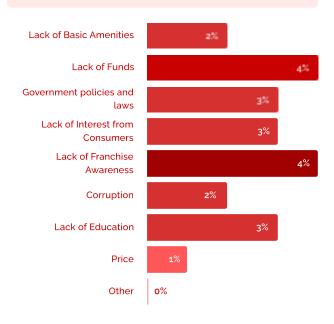






Kenya:





Lack of franchise awareness

While Africa boasts seven of the world's ten fastest-growing markets, with a burgeoning middle class of 326 million people and projected consumer spending exceeding \$2.2 trillion by 2030, its immense potential for private businesses remains largely untapped. Franchising, in particular, presents a powerful tool for economic growth, yet its benefits and available opportunities remain underrepresented and underexplored.

South Africa serves as a shining example of franchising's success, having contributed a staggering 15.7% to the nation's GDP in 2018. Despite this success, information regarding franchising's potential and benefits across the continent remains scarce. This lack of knowledge hinders the sector's potential to empower entrepreneurs and drive economic prosperity across Africa.

Unveiling the true benefits of franchising and effectively communicating the available opportunities is crucial to unlocking Africa's true economic potential. By shedding light on the advantages of this business model, removing information barriers, and fostering knowledge sharing, we can empower entrepreneurs and unlock a new era of economic empowerment and growth across the continent.

Government policies and laws

From market entry to intellectual property protection, anti-competitive behavior, taxation, and fee repatriation, the entire franchising value chain relies heavily on robust policy environments. Unfortunately, many African countries lack dedicated legislation for franchising, forcing the sector to rely on existing regulations and institutions governing other industries. Consequently, franchising may be subject to a patchwork of laws, potentially leading to confusion and hindering growth.

While existing legal frameworks in Africa, including the Companies and Allied Matters Act (CAMA), the Patents & Design Act, and the Trademark Act, offer some degree of protection for business operations, they fall short in addressing the unique needs of the franchising sector. This lack of dedicated regulations creates a complex and challenging environment for franchisors and franchisees alike. This lack of clarity and protection can discourage potential investors and hinder the sector's growth.

South Africa, a pioneer in African franchising, offers a contrasting example. While its legal framework also relies on a combination of laws, it includes the Consumer Protection Act, which specifically addresses franchise businesses. This act mandates key documents like the franchise agreement, disclosure document, and process manual, providing greater transparency and protection for both parties.

Learning from the South African model, other African countries should consider implementing dedicated franchise regulations that address the sector's specific needs.



Lack of funding

While franchising presents a powerful tool for economic development and job creation in Africa, the high initial investment required can pose a significant obstacle for aspiring entrepreneurs. With establishment costs ranging from \$40,000 to \$270,000, exceeding the average annual income of \$1,500 per person in many African countries, a substantial funding gap exists.

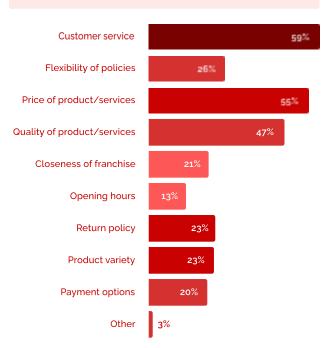
This challenge is further compounded by the limited access to formal financial services prevalent across much of the continent. Reports indicate that less than 25% of individuals in Africa hold accounts at formal financial institutions. While informal lending networks may exist, the available funds often fall short of the capital needed to launch a successful franchise.

This reality creates an unfortunate barrier to entry, limiting franchising opportunities to a select few and hindering the sector's potential to empower a broader range of entrepreneurs.

The quality and pricing of services provided by franchise businesses have a significant impact on customers.

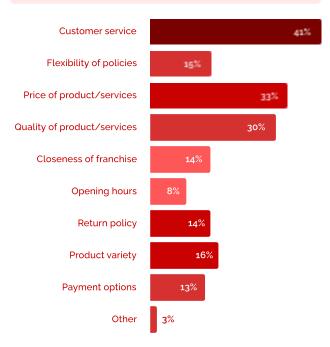
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Fig 49: Areas most respondents want franchises to improve on



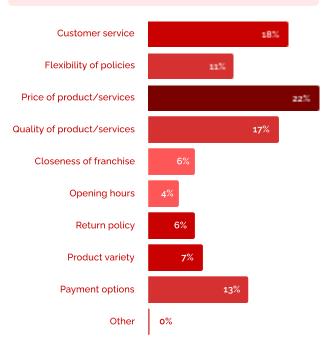
Male:





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Surprisingly, there are opportunities within these challenges. The significance of these variables to potential franchises is demonstrated by the vehemence of their views expressed as percentages. It undoubtedly demonstrates that prospects will make a purchasing choice if these problems are resolved.



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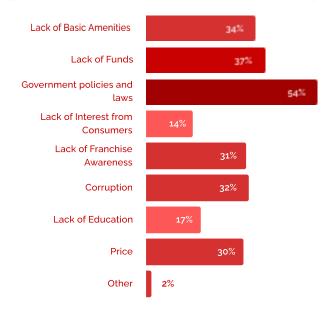
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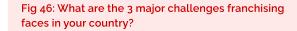
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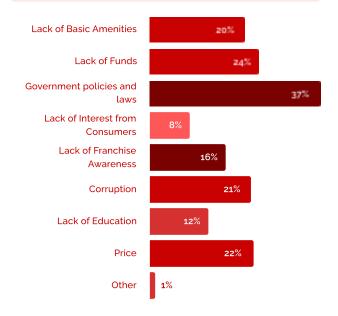


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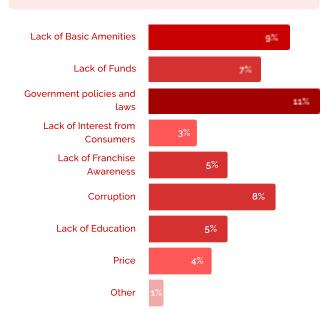
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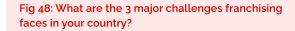
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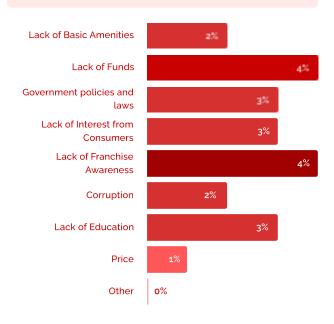






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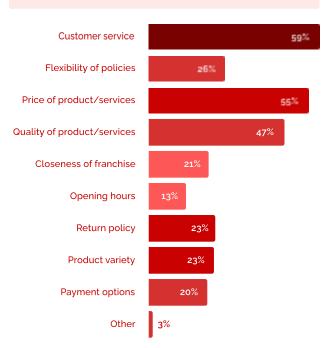
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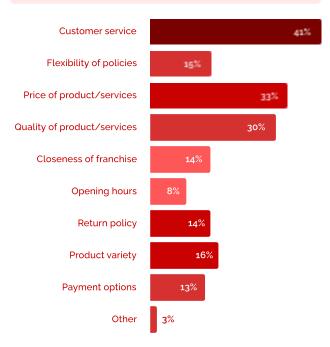
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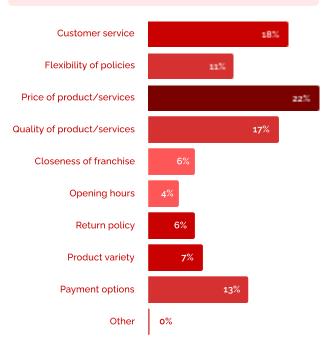
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Surprisingly, there are opportunities within these challenges. The significance of these variables to potential franchises is demonstrated by the vehemence of their views expressed as percentages. It undoubtedly demonstrates that prospects will make a purchasing choice if these problems are resolved.



Data Comparison: 2020 vs 2023

It has been demonstrated that franchising is an effective growth strategy for companies looking to scale and expand sustainably throughout Africa. Through franchising, investors and business people have discovered how highly appealing the African market is. Franchising is another strategy that indigenous-owned companies are looking into in order to expand both domestically and into other African markets.

In 2020, a lack of access to capital was identified as one of the primary challenges hindering the growth and development of franchising in Africa. However, as per the AFC index, this challenge appears to be worsening. In 2023, a staggering 37% of respondents identified a shortage of finance as a major difficulty, compared to only 21% in the previous year. This is a concerning trend, as it suggests that access to funding is becoming a significant hurdle for both aspiring franchisees and franchisors, hindering the growth of the franchising industry across the continent.

As access to capital improves, the franchising sector in Africa is poised for exponential growth. However, without addressing the persistent challenge of funding, the full potential of franchising in Africa will remain untapped.

2019	VS	2023
21%	Lack of franchise awareness	31%
21%	Corruption	32%
21%	Lack of funds	37%
11%	Lack of basic amenities	34%
2%	Lack of Interest	14%



Leading Voices in Franchising:

Business Interview with Rym Ayari





Rym (Bedoui) Ayari, the Founder of WeFranchiz and Vice President of AMCHAM Tunisia, is a highly successful and action-oriented international executive with a proven track record in entrepreneurship and corporate leadership. As a serial entrepreneur, she has demonstrated her strategic acumen by founding and leading manufacturing and export companies, expanding their operations across the US, Africa, and Europe. Rym is recognized for her expertise in cross-border business development, export strategies, and optimizing operational processes for sustained profitability.

In addition to her entrepreneurial achievements, Rym has made significant contributions to the international business community through her leadership roles in the American Chamber of Commerce and involvement in USAID-funded SME development programs. Her commitment to fostering global business connections, coupled with her multilingual proficiency in five languages, including English and Arabic, underscores her effectiveness in building relationships and navigating diverse cultural landscapes. Rym Ayari stands out as a visionary and accomplished executive, driving success in entrepreneurship and cross-border commerce.

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Limited access to capital can slow down the growth of the franchise sector.

1 How do you see franchising in Africa in the next 5 years in terms of:

Challenges: In the franchise industry, inadequate infrastructure, such as transportation, logistics, and reliable energy sources, can hinder the operations and expansion of international franchise businesses.

Variability in regulatory frameworks across different African countries can pose challenges for franchisors who are considering the market in the upcoming years. Adapting to and complying with diverse legal and regulatory requirements can be complex and costly as well, especially in markets with a nonexistent franchising legal framework.

- In general, I can speak of three major challenges to growing franchise business operations in Africa:
 - Access to Finance: Many potential franchisees in Africa may face challenges in accessing financing to start or expand their businesses. Limited access to capital can slow down the growth of the franchise sector.
 - Educational and Skill Gaps: A skilled workforce is essential
 for the success of franchise businesses. Addressing gaps
 in education and skills training may be necessary to
 ensure a pool of qualified employees for franchise
 operations.



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Understanding and adapting to local consumer preferences and behavior is crucial for the success of franchise businesses.

3. Technology Adoption: Keeping up with technological advancements is crucial for the success of any industry. Franchise businesses in Africa may face challenges in adopting and integrating the latest technologies, potentially affecting efficiency and competitiveness.

Opportunities: The rise of a growing middle class, combined with increasing disposable incomes and a tech-savvy youth demographic, presents a favorable outlook for franchising opportunities in Africa over the next five years. Untapped markets provide unprecedented potential for expansion, further enhanced by government policies that acknowledge the economic benefits of franchising. In my mind, Nigeria, South Africa, and Kenya, to mention a few, are the best examples.

In your experience, what are some of the most common mistakes that non-African brands make when entering African markets?

Africa is a mosaic of countries, cultures, religions, and languages. The continent is a blend of over 54 countries, spread over 30 million km2; it measures over 5,000 miles north to south. In Africa, the largest country is Nigeria, with a population of over 223 million inhabitants, and the less populated are the Seychelles, with about 100 000 inhabitants.

Adopting a one-size-fits-all approach weakens the brand. Understanding and adapting to local consumer preferences and behaviors is crucial for the success of franchise businesses. Changes in consumer trends and preferences may require adjustments in marketing and product offerings.

Also, it's important to plan carefully and work closely with local partners. Investing in developing local skills is a key factor for long-term success, building on the importance of training and reinforcing a strong local team.

Lastly, before entering a market, the brand and/or local partner should conduct market research to validate the franchise concept and better understand consumer habits and competition.

3 How do you help franchisors adapt their business models to be more successful in Africa?

When offering our services to international brands, we like to bring focus to, in addition to the standard practices of our business, the alternative facet of the business strategy, i.e., incorporating sustainable practices that align with African values, cultivating a positive brand image. Equally important, the development of cost-effective models catering to diverse income levels is pivotal for achieving market penetration and fostering inclusivity. This is probably the best argument to support the development of local (Africanborn) concepts as well.

What are some of the key resources and support mechanisms that are available to franchisors and franchisees in Africa?

Due to varying levels of market maturity, the landscape of franchise support systems differs from one country to another. The most effective strategy is to consistently seek the optimal local partner—a franchisee who will navigate the journey of implementing the brand in the specific local market.

You are the Vice President of America Chamber of Commerce in Tunisia. What are some of the ways that the AMCHAM supports franchising in Tunisia and other African countries?

Amcham, as a business network and business facilitator, may play a role in various ways to promote the franchise industry across Africa:

- Facilitating regional collaborations promotes the exchange of knowledge (international donor programs such as Prosper Africa and USAID are pivotal to supporting these initiatives).
- Help share best practices through member training sessions.
- Establishment of partnerships within the region based on inter-regional agreements such as AfCFTA.
- Implementation of mentorship programs, where seasoned franchisors guide entrepreneurs across borders, facilitates talent development and knowledge transfer.

Also, by advocating for infrastructure development through the regional AMCHAM network in Africa, AMCHAM can play a pivotal role in lobbying for enhanced infrastructure throughout Africa. This advocacy not only benefits the field of franchising but also contributes to the overall economic growth of the continent. Furthermore, championing innovation through the promotion and support of localized and tech-driven franchise models fosters inclusivity and addresses specific market needs.





WeFranchiz organizes the Tunisia Franchise Show, creating a dynamic space for the franchise ecosystem to network, learn, and foster growth.

6 How do you see franchising evolving in the next 5-10 years?

The franchise industry is poised to evolve positively, becoming a driving force for the ecosystem, job creation, and entrepreneurship, provided that the following key factors are well-directed:

Understanding and Implementing Best Practices:

Local businesses need to comprehensively understand and implement the best practices of the franchise model.

This involves gaining a clear understanding of the business model, ensuring effective replication, and adhering to established standards. If not done properly, the failure of the franchise model will discourage others from entering the business because it will be perceived as ineffective.

Providing a Safe Space for International Brands:

Creating a conducive environment for international brands to enter the market is crucial. The presence of international brands not only elevates standards but also contributes to the overall growth of the industry. This entails establishing frameworks that support and facilitate the entry of global franchises.

Accelerating the Growth of Local Brands

Focusing on accelerating the growth of local brands is vital, as they are often well-suited to navigate local markets and operate within restricted budgets. Local brands possess the agility necessary for development in remote areas, fostering economic growth across diverse regions.

Access to Financing for Investors

Ensuring access to financing for investors entering the franchise market is essential. This facilitates the entry of new players and supports the expansion of existing franchises, contributing to job creation and entrepreneurship. Adequate financial support enables investors to seize opportunities and drive the positive evolution of the franchise industry.

By aligning efforts with these strategic directions, the franchise industry can emerge as a robust catalyst for economic development, generate employment opportunities, and foster entrepreneurial endeavors.

What are the biggest trends that will shape the future of the industry?

Digitalization and early adoption of technology are poised to be the predominant trends shaping the future of the franchise industry. In many markets, the current phase does not yet fully support discussions about franchising in the green or blue economy. Another significant trend emerging is social franchising, with microfinance playing a pivotal role in fueling the ecosystem across the continent. These trends collectively underscore the dynamic shifts and opportunities unfolding in the franchise landscape, emphasizing the increasing importance of technological integration and sustainable business practices.

What kind of support does WeFranchiz provide to franchisors and franchisees throughout the franchising process?

Wefranchiz operates as a specialized franchise consulting firm, offering comprehensive expertise in franchise development, market research, and legal compliance. The organization provides guidance throughout the establishment and growth phases of a franchise business. Additionally, WeFranchiz collaborates with local banks and lenders to streamline access to capital through tailored financial products.

The platform serves as a vital link between franchisors and franchisees, acting as a central hub for information dissemination, resource sharing, and matchmaking opportunities.

The annual survey, "Barometer of Franchising," provides the franchising ecosystem with valuable statistics, market trends, and other pertinent information. The survey serves as a reliable source of data, offering insights that empower stakeholders to make informed decisions, shape strategies, etc.

Furthermore, WeFranchiz organizes the Tunisia Franchise Show, creating a dynamic space for the franchise ecosystem to network, learn, and foster growth.



Africa Franchise Index Personality:

Antoine Zammarieh





Antoine Zammarieh is a distinguished professional with a comprehensive background in the hospitality and food service industry. Antoine brings a wealth of expertise to the management and growth of successful ventures.

Antoine's educational foundation is rooted in Hotel Management and Business, having graduated from CERIACERIA in 1981. This academic background laid the groundwork for his remarkable career trajectory within the hospitality sector.

Throughout his illustrious career, Antoine has held key leadership positions, including his current role as the Executive Director and Advisor to the Board at Allied Food and Confectionary Services. Prior to this, he served as the Group Managing Director at Allied & WOW and the Managing Director at Java House Africa.

Notable among his previous roles is the Chief Operating Officer at Eat'n'Go Ltd, where he made significant contributions to the company's success. Additionally, Antoine has owned and managed several ventures, including AAZ Consulting in Trumbull, CT, USA, and Cedar's at The Millpond in Northford, CT, USA.

His international experience includes roles such as Managing Director at The Avenue Suites and SMS4EVER in Lagos, Nigeria, as well as Managing Director at Eko Hotel & Suites in Lagos. His leadership journey extends to the United States, where he owned Purple Bee Fast Food in Milford, CT, and served as the General Manager at Courdeau Catering in Lagos & Port Harcourt, Nigeria, and Hotel Presidential in Port Harcourt.

Antoine Zammarieh's skill set is diverse, covering key areas such as the Hospitality Industry, Hospitality Management, Hotels, and Food Service. His unwavering passion for the hospitality sector, combined with a strategic vision, positions him as a valuable asset contributing significantly to the growth and success of the organizations he leads.



Antoine Zammarieh' Career Journey

Year	Role	Company
1981	Graduate	CERIACERIA
1983-1990	General Manager	Hotel Presidential
1990-1994	General Manager	Courdeau Catering
1994	Owner & Manager	Purple Bee Fast Food
1997-2005	Managing Director	Eko Hotel & Suites
2005-2006	Owner & Manager	Cedar's at The Millpond
2006-2012	Owner & Manager	AAZ Consulting
2012-2014	Managing Director	The Avenue Suites & SMS4EVER
2014-2020	Chief Operating Officer	Eat'n'Go Ltd
2020	Managing Director	Java House Africa
2020-2023	Managing Director	WOW Creamery - Iceberry Russia
2020-2023	Group Managing Director	Allied & WOW
2024-Present	Executive Director & Advisor	Allied Food & Confectionary Services



In 2021, Antoine did the kingly thing
- the launch of Burger King in
Nigeria

Antoine Zammarieh Moves on and Up

The history of modern franchising in Nigeria would be incomplete without Antone Zammarieh – an American who has spent about four decades in Nigeria building and strengthening brands. One can safely say that whatever Antoine does not know about Nigerian economy, and whoever he does not know, you can afford to ignore.

First, he was the CEO of the iconic five-star Eko Hotels and Suites for 10 years. Next big stop was Domino's Pizza. For the first six and half years of Domino's Pizza in Nigeria, Antoine built and nurtured the brand from the scratch and made it a household name. By the time he was signing off, Domino's in Nigeria (with Coldstone Creamery) had about 100 stores.

And in 2021, Antoine did the kingly thing - the launch of Burger King in Nigeria. Followers of the Nigerian economy know that this period has not been the best of times. Most brands are struggling with survival and only few are ever thinking of growth. But Antoine is used to doing big things even in tough conditions. He has done the incredible, growing Burger Kinger both numerically and geographically within the period. Now there is Burger King in Abuja, the Federal Capital Territory and Ibadan, the ancient city of the South West of Nigeria. And guess what, in less three years, there are already 14 stores of Burger King in Nigeria. Call it the Antoine Magic!

Moving on and UP:

What Antoine has done in Nigeria, there is a call to do it now on a global stage. Effective January 2024, Antoine is moving on to the Board of Allied Confectioneries, owners of the Burger King brand as an Executive Director and Board advisor, thereby leaving the day-to-day operations in Nigeria.

This is to wish Mr Antoine Zammarieh continued success in the new role.

We are particularly proud to say that Mr Zammarieh is a member of the Advisory Board of Africa Franchise Center – publishers of Africa Franchise Index.



Conclusion



Franchising has emerged as a potent growth strategy for businesses seeking sustainable expansion across Africa. This approach has unveiled the immense attractiveness of the African market to investors and entrepreneurs alike. Indigenous-owned companies are also exploring franchising as a means of expanding within their domestic markets and into other African territories.

Despite its potential, the franchising industry in Africa faces challenges such as lack of access to capital, regulatory barriers, a limited entrepreneurial mindset, and infrastructure challenges. To fully unlock the potential of franchising in Africa, it is crucial to address these challenges by enhancing access to capital, streamlining regulations, promoting entrepreneurship, and investing in infrastructure development.

With the continent's economic growth, rising middle class, and increasing appetite for international brands, the future of franchising in Africa is bright. As the franchising industry matures and challenges are addressed, Africa is poised to become a major hub for franchising activity. Franchising can play a pivotal role in shaping Africa's economic future by contributing to job creation, entrepreneurship, and overall economic prosperity. As franchising takes root in Africa, it holds the potential to transform the lives of millions and shape the continent's trajectory towards sustainable development.

- About 30% of respondents who filled this survey are business owners
- > 53% of respondents earn less than \$5,000
- 26% of respondents have never patronised a franchise business before
- Over 60% of respondents reported a strongly favourable experience with franchise business
- Only 12% of respondents do not prefare a franchise brand to an induvidual brand
- Food & Beverages is the patronised business among female respondents
- > 33% of franchise owners ventured infranchising because of profit.







How the index was developed

This edition of Africa Franchise Index, like the previous ones, is based on an online survey of independent respondents of different demographic backgrounds.

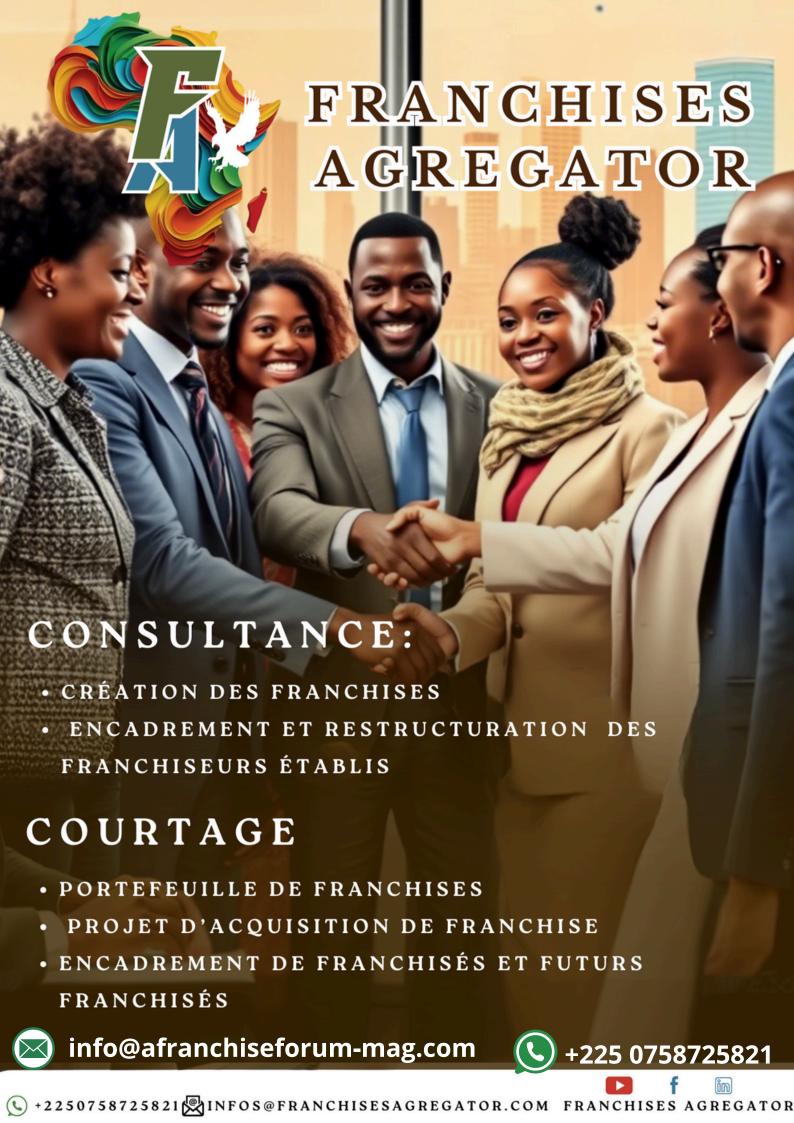
The survey gathered insights from people aged 20 - 60 across 7 representative African countries - Ghana, Ethiopia, Kenya, Nigeria, Rwanda, South Africa, and Zimbabwe.

Respondents were surveyed through online questionnaires on their awareness of franchising, interactions with various franchise brands, and their perceptions of the industry trends. Their responses, to a great degree, were correlated with those from previous rounds to reveal changes or consistency.

Questions covered franchise consumer background and socioeconomic variants I various countries. Each shared their perception, experience, and demand for franchise businesses, existing market indices, and current trends in franchising as a business model.

This report is a distillation of extensive data gathered from the survey, and interpreted with conventional analytics.

The underlying aggregate data is available for access on request for permissible purposes in line with current data conventions. No individual responder's data or responses can be shared.



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Tère Edition

APRICA FRANCHISE

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