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## Strategic Interactions in Franchise Relationships

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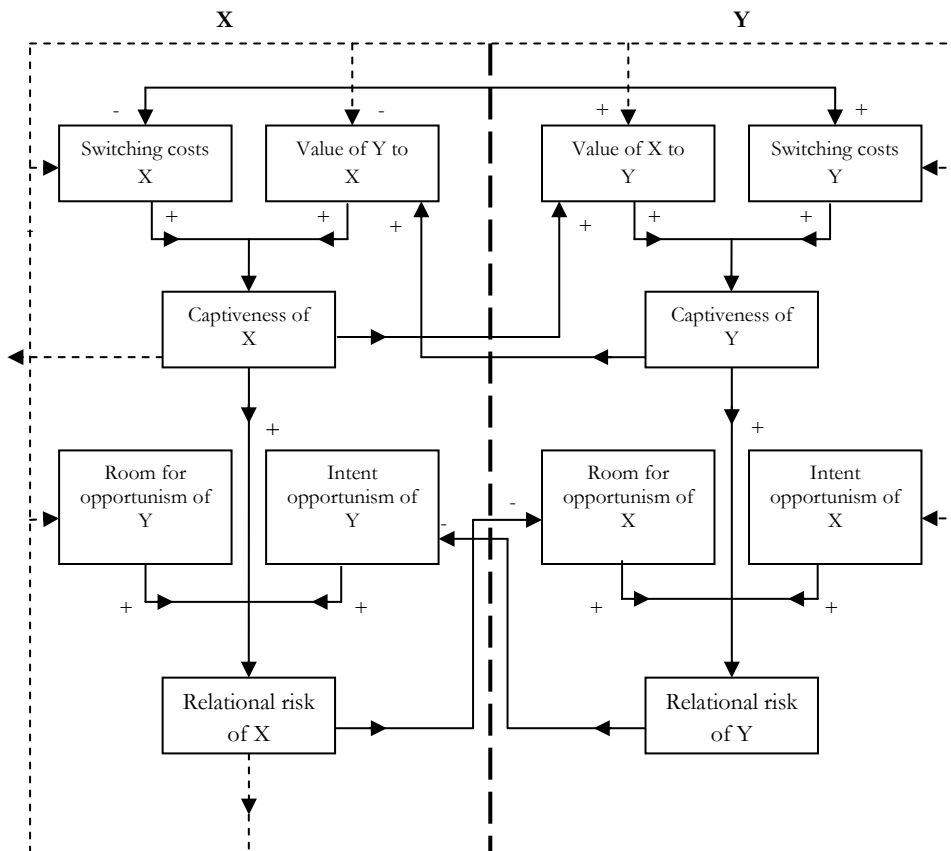
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## Appendix 1: The original model of Nooteboom

This model was used as a source of inspiration for this study's general model (Nooteboom, 1999, p. 111). It illustrates the variables that influence the relational risk of partner X and Y. The model presents how partner X can influence its relational risk with respect to partner Y.



**Note**

'Relational risk' has two dimensions. The first is the size of loss when the relationship ends or when the partner cheats in the relationship. This size of loss depends on the value offered by the partner in terms of resources, compared with alternatives and the costs of switching to these alternatives (switching costs). Nooteboom (1999) refers to the size of loss with the terms 'dependence' or 'captiveness'. The second dimension of relational risk is the probability that the loss will occur. The probability of loss is caused by the partner's opportunity for abandoning the relationship or 'cheating' in it (room for opportunism), and the partner's intent to do so (intent toward opportunism). In the model it is assumed that partners can take certain actions to influence the basic variables value, switching costs, room for opportunism and intent toward opportunism, which in turn influence the degree of relational risk in the alliance.

## Appendix 2: Indicators and codes used in this study

This Appendix consists of three parts:

- Part A: The level of franchise system characteristics. I have used these indicators for developing timelines of the franchise system characteristics in the four franchise systems. On the relationship level, these indicators influence the franchise partners' perceptions of strategic compatibility.
- Part B: The relationship level for the franchisee (FRE): operational compatibility, the attractiveness of available alternatives, switching costs and their responses.
- Part C: The relationship level for the franchisor (FRO).

### Part A) The level of franchise system characteristics and strategic compatibility

The indicators for the franchise system characteristics have all been given weights varying from 1 to 5. 1 means that the indicator is not very important for the characteristic or sub characteristic, and a 5 means that it is a very important indicator. These weights were mainly based on the results of the preliminary study. In the case when no weights are mentioned, the indicators were assumed to be equally important. In order to improve the consistency of weighting and attaching scores to the indicators, I have done this process twice, which is related to Miles & Huberman's 'code-recode' process (Miles and Huberman, 1994).

For the sub indicators 'Importance and frequency of action brochures' I have reversed the scores because a higher importance and frequency of action brochures generally means a lower positioning, while for the other indicators a higher score means a higher positioning. Therefore the indicators on 'Importance and frequency of action brochures' are in italic.

Franchise system characteristics (these influence the strategic compatibility between the partners)	Indicators (and their weights)	Sub-indicators
<b>1. Positioning:</b> Score varies from: Very low in the market (score 1) to very high in the market (score 5)	Composition of the assortment (weight: 5)	'Width' of assortment, also in terms of drugstore related and non-drugstore related products (weight:5)
		'Depth' of assortment in terms of different products and product varieties (weight: 3)
	Service level (weight: 2)	Importance of advice to customer
		Importance of qualified personnel
	Price level (weight: 5)	<i>Frequency of action brochures (weight: 5)</i>
		Communication of actions in the store (weight: 3)

	Store appearance (weight: 4)	Materials and colours used in store interior
		Materials and colours used in store exterior
	Promotion activities (weight: 5)	<i>Importance and frequency of action brochures</i> (weight: 5)
		Importance and frequency of theme brochures (weight: 5)
<b>2. Degree of hardness</b> Score varies from: Very soft (score 1) to very hard (score 5)	Degree of compulsory business format elements	Compulsory use of brand name (weight: 5)
		Permission of use of franchisee's own name on store (weight 3)
		Degree of compulsory assortment (weight: 5)
		Degree of requirements regarding store interior (weight: 5)
		Degree of requirements regarding store exterior (weight: 5)
		Degree of requirements for promotion activities (weight: 5)
	Degree of 'back office' requirements	Degree of compulsory purchasing at the franchisor or suppliers pointed out by franchisor (weight: 5)
		Degree of requirements for automation (weight: 5)
		Degree of requirements for training (weight: 3)
		Requirements with respect to selling the unit (weight: 5)
		The presence of competition clause (weight 5)
	Degree of 'enforcement'	Importance and frequency of visits by franchisor (weight: 5)
		Strength of the penalty clause: height and type of infringement (weight: 3)
<b>3. Rate of innovation</b> Score varies from: Very low (score 1) to very high (score 5)	Importance of introducing new products (weight:5)	
	Importance of new product groups and other adaptations to the business format (weight:5)	
	Degree of adapting business format as a whole (weight: 2)	

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<p><b>4. Organization of franchisees' strategic participation</b> Score varies from: Very low (score 1) to very high (score 5)</p>	<p>Presence of Franchisee Association with Franchise Board Weight: 5</p>	
	<p>The presence of approval rights on part of the Franchise Board Weight: 5</p>	
	<p>Degree to which subjects of approval rights are laid down Weight: 3</p>	
	<p>Degree of detail in other procedures Weight: 5</p>	
<p><b>5. Growth objectives</b> Score varies from: Mostly quantitative (score 1) to mostly qualitative (score 5)</p>	<p>Importance of growth objectives in terms of number of units</p>	
	<p>Importance of growth objectives in terms of 'quality' of units</p>	

**Part B: The relationship level from the FRE's perspective**

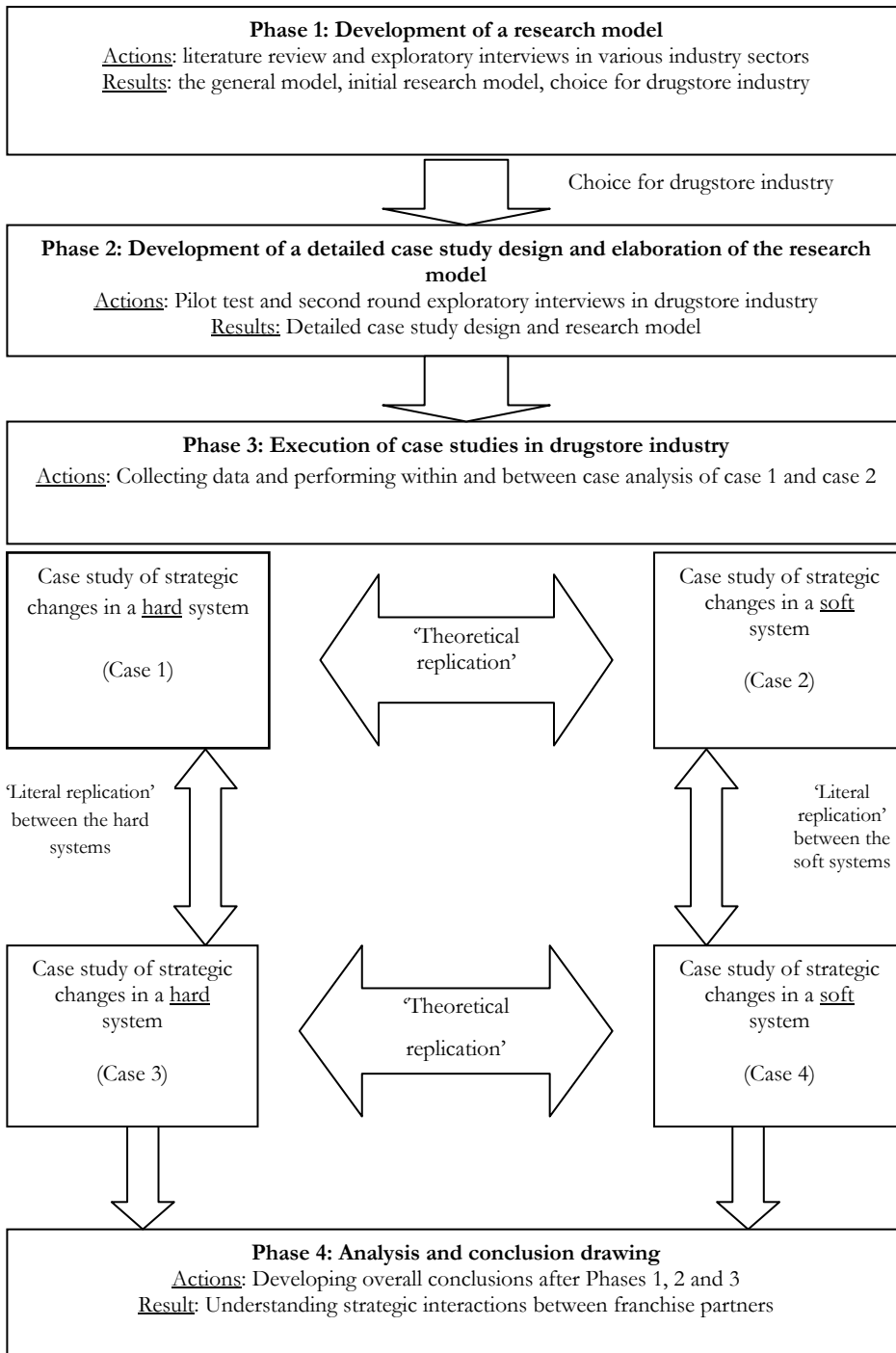
Variables	Indicators (interview questions, for the real questionnaire see Appendix 5)
<p><b>1. Relationship in general/background information</b></p>	<p>Interview questions for general information: 1.1 Open question about relationship in general 1.2 Duration of relationship 1.3 Number of units owned by FRE 1.4 Reasons for franchising in current system 1.5 Alternatives for current system at the start 1.6 Previous activities FRE 1.7 Reasons for quitting at previous system (if applicable) 1.8 Grade for relationship in general 1.9 Development of grade for relationship over time</p>
<p><b>2. Strategic compatibility in the eyes of the franchisee</b></p>	<p>Interview questions for strategic compatibility: : 2.1 Open question about the most important changes during SCT according to the FRE 2.2 Open question about FRE's opinion on the SCT +reason for this 2.3 Strategic compatibility on positioning according to FRE 2.4 Strategic compatibility on degree of hardness according to FRE 2.5 Strategic compatibility on rate of innovation according to FRE 2.6 Strategic compatibility on organization franchisees' participation according to FRE</p>

	2.7 Strategic compatibility on type of growth objectives according to FRE
<b>3. Responses of both partners according to the franchisee</b>	Interview questions for responses: 3.1 Introduction of the SCT according to the FRE 3.2 Open question about response FRE and reason for response 3.3 Active-passive by FRE 3.4 Constructive-destructive by FRE 3.5 Reason for response by FRE 3.6 Response FRO + reason in the eyes of FRE
<b>4. Operational compatibility according to the franchisee</b>	Interview questions for operational compatibility <i>4.1-4.6 OC Trust/fair dealing:</i> 4.1/4.2/4.3/4.4 Trust as perceived by FRE 4.5/4.6 Degree of fair dealing as perceived by FRE <i>4.6 OC Profit</i> 4.6 Grade for returns for the relationship (1-10)+reason <i>4.8/4.13 OC Capabilities:</i> 4.8 Grade for automation (1-10)+reason 4.9 Grade for purchasing prices (1-10)+ reason 4.10 Grade for logistics (1-10)+reason 4.11 Grade for communication (1-10)+reason 4.12 Grade for information provision (1-10)+reason 4.13 Grade for support (between 1-10)+reason
<b>5. Alternatives</b>	Interview questions: 5.1 Open question alternatives for FRE 5.2 Alternatives: other drugstore system 5.3 Alternatives: continuing as CID 5.4 Alternatives: other industry/other franchise system 5.5 Alternatives: becoming a wagedworker
<b>6. Switching costs</b>	Interview questions: 6.1 Open question switching costs 6.2 Specific investments FRE 6.3 Guarantees for FRE 6.4 Income as % of total income FRE
<b>7. Other comments/remarks</b>	Interview question: 7.1 Open question whether franchisee has some additional remarks.

**Part C) The relationship level for the franchisor**

In the third-phase interviews with representatives from the franchisor’s organization, I first asked them about the changes on the franchise system characteristics during the SCT. This was done on the basis of the indicators depicted in Part A. After that, these respondents were asked to give names of franchisees who had adopted different response types (at least three per response type if possible). Finally, the respondent was asked how the franchisor responded to these franchisees and franchisees in general, and what the franchisor’s considerations were for adopting these responses in terms of strategic compatibility, operational compatibility, the attractiveness of alternatives and their switching costs. The questionnaire that was used in phase 3 is depicted in Appendix 6.

## Appendix 3: Overview of the case study design



## Appendix 4: Overview of respondents in this study

This Appendix provides an overview of the respondents in the phases 1 to 3 of this study (see section 4.3.1).

- Phase 1: Development of the research model;
- Phase 2: Development of a detailed case study design and elaboration of the research model;
- Phase 3: Execution of the case studies in the Dutch drugstore industry;
- Phase 4: Analysis and conclusion drawing.

### Phase 1: Development of the research model

In this phase I have conducted exploratory interviews with franchisors and franchisees in various industries.

#### *Interviews from the franchisor's perspective*

These are interviews with representatives from the franchisor's organization (either the CEO or a manager).

Organisation and industry between parentheses	Date
Franchisor Bakker Bart (Bakery)	04-07-01
Franchisor Olympia Uitzendbureau (Employment agency)	14-02-02
Franchisor Mitra's (Liquor stores)	28-08-01
Schuitema (C1000) (Supermarkets)	16-08-01
Albert Heijn Franchising BV Supermarket industry	08-07-02
Franchisor Faco Diensten BV (ABC and DIO) (Drugstores)	10-08-01
Franchisor EXPO (Gift shops)	31-08-01
De Tuinen (‘Natural’ drugstores)	01-10-02



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### *Interviews from the franchisees' perspective*

For the sake of anonymity the names of individual franchisees are not presented here.

Organization and industry between parentheses	Date
Franchisee Bakker Bart (bakery)	16-07-2001
Franchisee Mitra's (liquor store)	11-09-2001
Franchisee Mitra's (liquor store)	04-09-2001
Franchisee Albert Heijn (supermarket)	04-06-2002
Franchisee ABC (drugstore)	23-10-2001
Franchisee DIO (drugstore)	20-09-2001
Former DA-franchisee (drugstore)	04-07-2001

### **Phase 2: Development of a detailed case study design and elaboration of the research model;**

In this phase I have interviewed franchisors and franchisees in all franchise systems in the Dutch drugstore industry and industry experts.

### *Interviews from the franchisor's perspective*

These are interviews with representatives from the franchisor's organization (either the CEO or a manager).

Franchisors (franchise systems between parentheses)	Date
Dynadro BV (DA, STIP and DA D'Attance)	21-05-02
Brocef BV (Uw Eigen Drogist)	20-01-03
Faco Diensten BV (DIO en ABC)	09-12-02
Unipharma BV (De Drogist)	05-07-02
ETOS BV (ETOS)	30-08-02
Vriesia BV (De Vakdrogist, Drogistore)	19-03-03
De Tuinen BV	22-01-03

### *Interviews with industry experts*

Organization	Expert	Date
KNDB (organization for independent druggists)	Chairman	13-05-02
Phoenix Publishers (publisher of drugstore specialist magazines: Nieuwe Drogist and Marketing Results)	Editor-in-chief of Nieuwe Drogist	08-05-02

### *Interviews from franchisees' perspective*

For the sake of anonymity the names of individual franchisees are not presented here. For each system I have interviewed at least one franchisee who knew much about the developments of the franchise system over time.

**Phase 3: Execution of the case studies in the Dutch drugstore industry**

*Overview of interviews for franchisor's perspective in Phase 3*

Organization	SCT	Person (positions at the time of the SCT)	Dates of interview
Brocacef BV	SCT 7+SCT8	Manager	12-09-03 25-08-04
Brocacef BV	SCT8	CEO	21-10-2003
ETOS BV	SCT6	Manager	17-01-03 19-09-03
ETOS BV	SCT5	Manager	29-10-2003
ETOS BV	SCT6	CEO	10-11-2003
Dynadro BV	SCT1+SCT3	Manager	17-04-2003 26-09-2003
Dynadro BV	SCT1+SCT3	Manager	19-05-2003
Dynadro BV	SCT2+SCT4	CEO	03-07-2003
Dynadro BV	SCT2+SCT4	Manager	28-08-2003
Dynadro BV	SCT1+SCT3	CEO	03-02-2004

*Overview of number of franchisees interviewed per SCT*

For the sake of anonymity I have not disclosed the names of the franchisees interviewed in the third phase.

DA-system	Total of interviewees: 19 Franchisees interviewed about both SCT1 and SCT2: 6 SCT1: 13 interviewees (see Table 5.1) SCT2: 12 interviewees (see Table 5.3)
STIP-system	Total of interviewees: 18 Franchisees interviewed about both SCT3 and SCT4: 4 SCT3: 8 interviewees (see Table 6.1) SCT4: 14 interviewees (see Table 6.3)
ETOS-system	Total of interviewees: 19 Franchisees interviewed about both SCT5 and SCT6: 6 SCT5: 10 interviewees (see Table 7.1) SCT6: 16 interviewees (see Table 7.3)
UED-system	Total of interviewees: 21 Franchisees interviewed about both SCT7 and SCT8: 7 SCT7: 9 interviewees (see Table 7.1) SCT8: 19 interviewees (see Table 7.3)
Total of franchisees interviewed: 19+18+19+21= 77 Because three franchisees were interviewed about two SCT's taking place within different systems, these should be subtracted from the total of 77, resulting in 74. Total of franchisees contacted: 91 Non-response: 17 (3 from DA, 8 from STIP, 3 from ETOS, and 3 from UED).	

## Appendix 5: Questionnaire for franchisees in Phase 3 (in Dutch)

### Introductie bij het interview

- Onderzoek naar commerciële samenwerking in de drogisterijsector. Hoe veranderen relaties tussen formulehouders en formuledeelnemers door de tijd heen?
- Vragen over de relatie met uw formulehouder en belangrijke gebeurtenissen hierin en hoe u daarop reageerde.
- Interview duurt ongeveer 75 minuten.
- Over geluidsopnamen

### 1. De relatie in het algemeen

1. Open vraag: kunt u eerst iets meer over uzelf en de relatie met de formulehouder vertellen?	
2. Hoe lang bent u bij de X-formule aangesloten?	
3. Hoeveel zaken heeft u bij de X-formule (gehad)?	
4. Waarom heeft u zich destijds bij de X-formule aangesloten?	
5. Wat waren alternatieven voor het aansluiten bij deze formule?	
6. Wat heeft u voordien gedaan? Bent u nog bij andere formules aangesloten geweest?	
7. Zo ja, waarom bent u bij die formule gestopt?	

8. Welk cijfer zou u de relatie met de huidige franchisegever op dit moment geven (van 1=heel slecht tot 10=heel goed)? En waarom?	Cijfer:
9. Hoe is dit door de tijd heen veranderd? En waarom?	

**2. Over de relatie tijdens het verandertraject (kan heden of verleden traject zijn)**

<p><b>Inleidende vragen:</b></p> <p><b>1. Wat zijn volgens u de belangrijkste veranderingen die op dit moment plaatsvinden/toen plaatsvonden in de formule?</b></p> <p><b>2. Wat vindt/vond u van deze veranderingen en waarom vindt u dat? En hoe is dat door de tijd heen veranderd?</b></p>	
3. Veranderingen in positionering (assortiment (en kwaliteit ervan), serviceniveau, prijsopbouw, uitstraling/exterieur, promotie/presentatie)	
4. Veranderingen in hardheid (verplichte formule-elementen, andere verplichtingen, mate van controle en sancties)	
5. Veranderingen in mate van innovatie (nieuwe producten, nieuwe produktgroepen, andere aanpassingen en veranderingen in formule als geheel)	
6. Veranderingen in organisatie van strategische participatie van formuledeelnemers (aanwezigheid en invloed van deelnemersraad, andere procedures)	
7. Veranderingen en problemen in groei-doelstellingen	

### 3. Responses

1. Hoe bent u van de veranderingen op de hoogte gebracht? Wat vond u hiervan?	
2. Hoe heeft u gereageerd op deze veranderingen? En waarom?	
3. Heeft u contact gezocht met de formuleraad of de formulehouder ( <i>bepalen van actief-passief</i> )?  4. Zo ja, wat heeft u dan gezegd ( <i>bepalen van constructief-destructief</i> )?  5. Waarom heeft u zo gereageerd?	
6. Hoe reageerde de formulehouder op uw reactie?  En waarom denkt u dat deze zo reageerde?	
7. Hoe ziet u de toekomstige relatie met de formulehouder? Hoe lang zal deze volgens u nog duren? Is het denkbaar dat deze voortijdig eindigt?	

### 4. Operationele compatibiliteit

Graag zou ik nog verder in willen gaan op andere aspecten van de relatie door de tijd heen.

<b>Vragen over vertrouwen/fair dealing (OC trust/fd)</b>	
1. In hoeverre heeft u het idee dat u de mensen bij de formulehouder kunt vertrouwen (dat zij geen misbruik van u maken)?	
2. In hoeverre houdt de formulehouder volgens u rekening met uw belangen?	
3. In hoeverre heeft u het idee dat de formulehouder bij u betrokken is?	

4. In hoeverre heeft u het idee dat de formulehouder met u door wil gaan als formuledeelnemer?	
5. In hoeverre heeft u het idee dat de kosten en opbrengsten met de formulehouder eerlijk worden verdeeld (dus krijgt u naar uw idee wat u verdient)?	
<b>Vragen over winstgevendheid van relatie (OC profit):</b>	
6. In hoeverre biedt de formule u waar voor uw geld?	
<b>Organisatorische zaken (OC capa):</b> Kunt u een cijfer van 1 t/m 10 (1=heel ontevreden tot 10=heel tevreden) geven met betrekking tot de volgende elementen? En waarom?	
7. Hoe tevreden bent u met uw inkomen uit deze relatie? Waarom?	Cijfer:
8. Hoe tevreden bent u over de automatisering? Waarom?	Cijfer:
9. Hoe tevreden bent u over de inkooprijzen?	Cijfer:
10. Hoe tevreden bent u over logistiek (dus stiptheid en accuraatheid van leveringen etc)?	Cijfer:
11. Hoe tevreden bent u over de communicatie met de formulehouder?	Cijfer:
12. Hoe tevreden bent u met de informatievoorziening van de formulehouder?	Cijfer:

13. Hoe tevreden bent u over de begeleiding van de formulehouder?	Cijfer:
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**5. Beschikbaarheid van alternatieven**

1. Inleidende vraag: wat zijn voor u alternatieven? Hoe aantrekkelijk zijn die en waarom?	
2. In hoeverre is aansluiten bij een andere drogisterijformule aantrekkelijk? Zo ja, welke en waarom?	
3. In hoeverre is geheel zelfstandig verdergaan in de drogisterijsector een aantrekkelijk alternatief?	
4. In hoeverre is aansluiten bij een formule in een andere sector een aantrekkelijk alternatief?	
5. In hoeverre is ergens in loondienst een aantrekkelijk alternatief?	

**6. Omschakelkosten**

1. Inleidende vraag: Hoeveel moeite zou het u kosten om uit de formule te stappen?	
2. Inleidende vraag: Wat zou u tegenhouden om uit de formule te stappen?	
3. In hoeverre spelen investeringen die u gedaan heeft en die buiten de relatie met de formulehouder niets meer op zouden leveren een rol?	

4. In hoeverre vormen garanties of beloften van de formulehouder een reden om bij de formule te blijven?	
5. In hoeverre bent u tevreden met het inkomen dat u uit de relatie met de formulehouder haalt?	

**7. Overige opmerkingen...**

1. Heeft u verder nog mededelingen of opmerkingen mbt de relatie met de formulehouder die voor mijn onderzoek van belang zouden kunnen zijn?	
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## Appendix 6: Questionnaire for franchisor's representatives (in Dutch)

### *Inleiding*

- Onderzoek 4 formules, met daarbinnen verandertrajecten en relaties daaromheen.
- Dus voor elke formule twee trajecten.
- Aangeven over welk traject dit interview gaat en dat het dus gaat om scores **voor** en **na** het traject.

### **Open vragen over het verandertraject:**

1. Eerst open vragen over het huidige verandertraject:

- a. Wat zijn de belangrijkste veranderingen die nu plaatsvinden?
- b. Wie heeft deze veranderingen geïnitieerd?
- c. Wat zijn de aanleidingen voor de veranderingen?
- d. Hoe werden de veranderingen geïnitieerd en gepresenteerd naar de formuledeelnemers (in strategische plannen, communicatie naar de franchisenemers toe, artikelen in vakbladen)?

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### **2. Veranderingen in formulekenmerken:**

#### **2a. Positionering**

Met betrekking tot positionering onderscheid ik een aantal elementen waarover ik vragen wil stellen.

#### *Assortiment:*

Ik onderscheid hier vier productgroepen van drogisterijen: gezondheid, schoonheid, verzorging en diversen. Zie onderstaande tabel. Kunt u aangeven hoe belangrijk elke productgroep was in het assortiment voor en na de veranderingen? Op een schaal van 1 tot 10, waarbij 1=onbelangrijk, 10=belangrijk.

	Voor verandering	Na verandering
<b>1. Gezondheid</b>	Belang:.....(1-10)	Belang:..... ..... (1-10)
- Zelfzorggeneesmiddelen (pijnstillers, hoestsiroop etc.) - Verbandmiddelen en andere medische hulpmiddelen (pleisters, elastische kousen etc.) - Dieet, reformvoeding, voedingssupplementen (zoetstoffen, vitaminepillen etc.)		
<b>2. Schoonheid</b>	Belang:.....(1-10)	Belang:..... ..... (1-10)
Cosmetica en geuren laag-middensegment	Belang:.....(1-10)	Belang:..... ..... (1-10)
Cosmetica en geuren depositair	Belang:.....(1-10)	Belang:..... ..... (1-10)
<b>3. Verzorging</b> (Babyverzorging, haarverzorging, mondverzorging, herenverzorging, nagelverzorging, damesverzorging, lichaamsverzorging, been- en voetverzorging, bad en douche).	Belang:.....(1-10)	Belang:..... ..... (1-10)
<b>4. Diversen</b> (Haaraccessoires, seizoensartikelen, zoetwaren, huishoud en reiniging, toilettassen, foto, wenskaarten, panty's, cadeau artikelen, bijou, speelgoed, overig)	Belang:.....(1-10)	Belang:..... ..... (1-10)

**Serviceniveau**

	Voor de verandering	Na de verandering
Belang van serviceniveau 1=onbelangrijk, 10=belangrijk	Belang:.....	Belang:.....

*Gewenst prijsimago*

	Voor de verandering	Na de verandering
Belang van prijscommunicaties (folders) 1=onbelangrijk, 10=belangrijk	Belang:.....	Belang:.....
Frequentie van prijscommunicaties	Aantal per periode: .....	Aantal per periode: .....
Belang van prijscommunicatie in winkel 1=onbelangrijk, 10=belangrijk	Belang:.....	Belang:.....

**Winkelpresentatie**

	Voor de verandering	Na de verandering
Belang van luxe uitstraling winkels 1=onbelangrijk, 10=belangrijk	Belang:.....	Belang:.....

*Promotie-activiteiten*

	Voor de verandering	Na de verandering
Belang van themacommunicaties (folders, magazines) 1=onbelangrijk, 10=belangrijk	Belang:.....	Belang:.....
Frequentie van themacommunicaties	Aantal per periode:	Aantal per periode:
Belang van themacommunicatie in winkel 1=onbelangrijk, 10=belangrijk	Belang:.....	Belang:.....
Belang van communicatie in landelijke media (TV etc.) 1=onbelangrijk, 10=belangrijk	Belang:.....	Belang:.....
Frequentie van communicatie in landelijke media (TV etc.) 1=onbelangrijk, 10=belangrijk	Belang:.....	Belang:.....

**b. Hardheid van de formule**

*Verplichte formule elementen/diensten:*

	Voor de verandering	Na de verandering
Verplicht gebruik handelsnaam	Ja/nee	Ja/nee
Eigen naam gebruik eraan toegestaan	Ja/nee	Ja/nee

% Assortiment verplicht af te nemen bij franchisegever (verplichte afname)	.....%	.....%
% Assortiment verplicht af te nemen bij voorgeschreven leveranciers	.....%	.....%
% Assortiment met adviesprijzen	.....%	.....%
% Verplichtingen mbt winkelinterieur	.....%	.....%
% Verplichtingen mbt winkelexterieur	.....%	.....%
% Verplichtingen mbt promoties (prijs en thema)	.....%	.....%
Aantal trainingen aangeboden % verplichte trainingen	Aantal:..... % verplicht:.....	Aantal:..... % verplicht:.....
% Verplichtingen mbt automatisering	.....%	.....%

**Controle**

	<b>Voor de verandering</b>	<b>Na de verandering</b>
Aantal bezoeken van frg per jaar	Aantal:.....	Aantal:.....
Belang van sancties in sturing frn. 1=onbelangrijk, 10=belangrijk	Belang:.....	Belang:.....
Belang van beloningen in sturing 1=onbelangrijk, 10=belangrijk	Belang:.....	Belang:.....

**2c. Strategische participatie van franchisenemers**

	<b>Voor de verandering</b>	<b>Na de verandering</b>
Aanwezigheid franchisevereniging	Ja/nee	Ja/nee
Aanwezigheid werkgroepjes frn.	Ja/nee Welke? .....	Ja/nee Welke?.....
Instemming van franchiseraad nodig?	Ja/nee Welke beslissingen? .....	Ja/nee Welke beslissingen? .....
Instemming van werkgroepjes nodig?	Ja/nee Welke beslissingen? .....	Ja/nee Welke beslissingen? .....

### Strategic Interactions in Franchise Relationships

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Frequentie overleg franchisevereniging en franchisegever	Aantal per jaar:	Aantal per jaar:
Frequentie overleg werkgroepjes en franchisegever	Aantal per jaar:	Aantal per jaar:

#### 2d. Mate van innovatie

	Voor de verandering	Na de verandering
Belang van nieuwe producten in de formule 1=onbelangrijk, 10=belangrijk	Belang:.....	Belang:.....
Belang van nieuwe productgroepen en andere aanpassingen in de formule 1=onbelangrijk, 10=belangrijk	Belang:.....	Belang:.....
Levenscyclus van de formule in jaren	.... Jaren	.... Jaren

#### 2e. Type groei-doelstellingen

	Voor de verandering	Na de verandering
Gewenste groei in aantal vestigingen van de formule (franchise en eigen) per periode		
Selectiecriteria franchisenemers/vestigingen		

### 3. Responses van franchisenemers tijdens het verandertraject

3a. Kunt u in het schema aangeven hoe de ondernemers verdeeld zijn (in %) over de vlakken in hun reactie op het verandertraject?



**Appendix 7: TABLE TYPE 1: Data per franchisee per SCT**

Response	FRE	SC: Pos	SC: Hard	SC: Innov	SC: Org	SC: Growth	OC Capa	OC Profit	OC Trust/fd	Attalt	Swico	Back-grounds of FRE	FRO's res-ponse
Covo	A												
Covo	B												
Loy	C												
Loy	D												
Negl	E												
Negl	F												
Agvo	G												
Agvo	H												
Exit	I												
Exit	J												

**Note**

This table was completed for each SCT. A to J are specific franchisees that were placed in order of their responses (covo, loy, negl, agvo, exit) in a reaction to the SCT. Every cell contained a score varying from 1 (= very low) to 5 (= very high). In these cells I also described the factors that led to a certain score. Therefore, these types of tables were very large, and were made on A2-size. During the analysis, it turned out that a new type of response (amloy) should be added to the response typology. In the analysis this response was also taken into account.





**Appendix 9: Table TYPE 2: Summary of data per SCT**

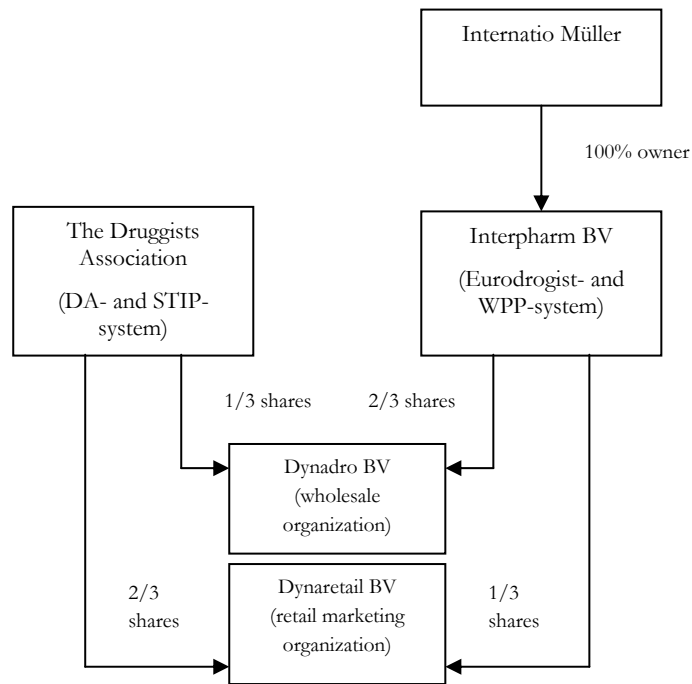
	SC Pos	SC Hard	SC Innov	SC Org	SC Growth	OC Capa	OC Profit	OC Trust/fd	Attalt	Swico
Covo N=..	M:	M:	M:	M:	M:	M:	M:	M:	M:	M:
Loy N=..	M:	M:	M:	M:	M:	M:	M:	M:	M:	M:
Amloy* N=..	M:	M:	M:	M:	M:	M:	M:	M:	M:	M:
Negl N=..	M:	M:	M:	M:	M:	M:	M:	M:	M:	M:
Agvo N=..	M:	M:	M:	M:	M:	M:	M:	M:	M:	M:
Exit N=..	M:	M:	M:	M:	M:	M:	M:	M:	M:	M:

\* In this Table, the new amloy-response was also included.

N= number of franchisees interviewed for the response type

M= the mode of the franchisees' perceptions of the independent variables. This could vary from 1=very low to 5=very high.

## Appendix 10: The start of Dynadro BV and Dynaretail BV in 1991



## Appendix 11: List of abbreviations (in alphabetical order)

Agvo response	= aggressive voice response
Amloy response	= ambiguous loyalty response
Attalt	= attractiveness of alternatives
CID	= Completely Independent Druggist, a druggist who is not part of any franchise-like cooperation that at least operates under a common brand name.
Covo response	= considerate voice response
FRE	= franchisee
FRO	= franchisor
FSO	= abbreviation for the Dutch terms 'Formule Samenwerkings Overeenkomst', which is the Dutch name for the new franchise contract at DA during SCT2
Loy response	= loyalty-response
Negl response	= neglect-response
NP	= no problems (concerning incompatibility of growth objectives)
OC	= operational compatibility
OC capa	operational compatibility on capabilities
OC costs	= operational compatibility on costs
OC trust/fd	= operational compatibility on trust/fair dealing
SC	= strategic compatibility
SC growth	= strategic compatibility on type of growth objectives
SC hard	= strategic compatibility on degree of hardness
SC innov	= strategic compatibility on rate of innovation
SC org	= strategic compatibility on the organization of strategic participation
SC pos	= strategic compatibility on positioning
SCT	= strategic change trajectory
Swico	= switching costs