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## **APPENDIX C**

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### **THE FINAL QUESTIONNAIRE**

February 17, 1999

Dear Participant:

As you may be aware, Virginia Tech is currently one of the academic leaders in the study of Hospitality and Tourism management.

Attached is a survey designed to improve the understanding of relationship between franchisee and franchisor by seeking information from restaurant franchisees. Your cooperation and participation are critically important for the results of this study.

There are no right or wrong answers in this survey. We just want to know your personal opinion. All of your answers will be kept strictly confidential and will be used only to produce statistics related to the subject.

Please read the directions carefully at the beginning of each part and answer all the questions as accurately as possibly. We greatly appreciate your prompt response!

Thank you for your time and cooperation.

Sincerely,

Soobum Lee  
Ph. D. Candidate  
Virginia Tech

Dr. Mahmood A. Khan  
Professor and Department Head  
Virginia Tech

**Section 1.** The statements below describe various reasons franchisees choose a franchise system. Using the scale below, please indicate how much you agree or disagree with the following statements by circling the number that most closely describes your reasons.

<b>1. Strongly Disagree</b>		<b>5. Slightly Agree</b>
<b>2. Moderately Disagree</b>	<b>4. Neither Disagree nor Agree</b>	<b>6. Moderately Agree</b>
<b>3. Slightly Disagree</b>		<b>7. Strongly Agree</b>

	<b>Strongly Disagree</b>							<b>Strongly Agree</b>						
1. Franchising is an industry that I believe has a good growth potential .....	1	2	3	4	5	6	7							
2. The franchisor provides tools for success.....	1	2	3	4	5	6	7							
3. Franchising appears to offer a high yield on my investment at a relatively low risk.....	1	2	3	4	5	6	7							
4. I do not feel highly constrained by the agreement.....	1	2	3	4	5	6	7							
I assume the franchisor will work closely with me and be committed to my success.....	1	2	3	4	5	6	7							
5. The franchisor offers a superior training program to their franchisees.....	1	2	3	4	5	6	7							
6. I have the experience required for operating a franchise restaurant.....	1	2	3	4	5	6	7							
7. The franchisor offers complete systems, services, and technical expertise to its franchisees.....	1	2	3	4	5	6	7							

**Section 2.** The statements in this section relate to franchisee support by the franchisor. Using the scale provided, please indicate the response to items 1 – 7 that best represents your opinion.

<b>1. Strongly Disagree</b>		<b>5. Slightly Agree</b>
<b>2. Moderately Disagree</b>	<b>4. Neither Disagree nor Agree</b>	<b>6. Moderately Agree</b>
<b>3. Slight Disagree</b>		<b>7. Strongly Agree</b>

	<div> <div>Strongly</div> <div>Disagree</div> </div> <div>Strongly</div> <div>Agree</div>						
1. The initial training was very useful .....	1	2	3	4	5	6	7
2. The amount of franchise fees/royalties was not high .....	1	2	3	4	5	6	7
3. The promotional and advertising assistance was very good .....	1	2	3	4	5	6	7
4. The on-going service is very good .....	1	2	3	4	5	6	7
5. There are few franchisor restrictions .....	1	2	3	4	5	6	7
6. The marketing fees and advertising fees were not much high .....	1	2	3	4	5	6	7
7. My franchisor provides products superior to those available from other sources.....	1	2	3	4	5	6	7

**Section 3.** The statements in this section relate to the brand name of your franchisor.

Using the scale provided, please indicate the response to items 1 – 7 that best represents your opinion.

<b>1. Strongly Disagree</b>		<b>5. Slightly Agree</b>
<b>2. Moderately Disagree</b>	<b>4. Neither Disagree nor Agree</b>	<b>6. Moderately Agree</b>
<b>3. Slight Disagree</b>		<b>7. Strongly Agree</b>

	<b>Strongly Disagree</b>			<b>Strongly Agree</b>		
1. Most people feel that brand name goods are usually worth the money ...	1	2	3	4	5	6 7
2. Most people feel that well-known national brands are best .....	1	2	3	4	5	6 7
3. Most people don't pay much attention to brand names .....	1	2	3	4	5	6 7
4. Most people try to stick to certain brands .....	1	2	3	4	5	6 7
5. It is important to have well-known brands for business .....	1	2	3	4	5	6 7
6. My franchisor's brand name will help my business .....	1	2	3	4	5	6 7
7. Considering the competition in my territory, my brands name is stronger than those of competitors .....	1	2	3	4	5	6 7

**Section 4.** The statement in this section relates to relationship with your franchisor.

Using the scale provided, please indicate the response to items 1 – 7 that best represents your opinion.

<b>1. Strongly Disagree</b>		<b>5. Slightly Agree</b>
<b>2. Moderately Disagree</b>	<b>4. Neither Disagree nor Agree</b>	<b>6. Moderately Agree</b>
<b>3. Slight Disagree</b>		<b>7. Strongly Agree</b>

	<b>Strongly Disagree</b>			<b>Strongly Agree</b>			
1. My franchisor understands my job problems and needs very well.	1	2	3	4	5	6	7
2. My franchisor recognizes my potential.....	1	2	3	4	5	6	7
3. I have a very good working relationship with my franchisor .....	1	2	3	4	5	6	7
4. My franchisor is satisfied with how I operate my business .....	1	2	3	4	5	6	7
5. I do not understand the policies and procedures which I am expected to follow .....	1	2	3	4	5	6	7
6. My franchisor considers my opinion before making decisions that affect my business .....	1	2	3	4	5	6	7
7. My franchisor helps me to be more effective in my job.....	1	2	3	4	5	6	7

**Section 5.** The statements in this section relate to performance of your business. Using the scale provided, please indicate the response to items 1 – 7 that best represents your opinion.

<b>1. Strongly Disagree</b>	<b>4. Neither Disagree nor Agree</b>	<b>5. Slightly Agree</b>
<b>2. Moderately Disagree</b>		<b>6. Moderately Agree</b>
<b>3. Slight Disagree</b>		<b>7. Strongly Agree</b>

	<b>Strongly Disagree</b>							<b>Strongly Agree</b>						
1. I have been very successful in exceeding my year-to-date sales quota so far.....	1	2	3	4	5	6	7							
2. I think that my sales performance so far this year ranks in the top half of all the franchisees in my category of restaurant business.....	1	2	3	4	5	6	7							
3. My perception is that my sales performance this year-to-date is below average relative to other franchisees in my company.....	1	2	3	4	5	6	7							
4. I am behind in reaching my sales quota thus far this year.....	1	2	3	4	5	6	7							
5. The amount of income I actually received from working as a franchisee at least what I expected it to be.....	1	2	3	4	5	6	7							
6. My franchisor would rate the quality of my performance as very good.....	1	2	3	4	5	6	7							
7. I think the quality of my job performance is very good.....	1	2	3	4	5	6	7							

**Section 6.** The statements in this section relate to satisfaction with your franchisor.

Using the scale provided, please indicate the response to items 1 –7 that best represents your opinion.

<b>1. Strongly Disagree</b>		<b>5. Slightly Agree</b>
<b>2. Moderately Disagree</b>	<b>4. Neither Disagree nor Agree</b>	<b>6. Moderately Agree</b>
<b>3. Slight Disagree</b>		<b>7. Strongly Agree</b>

	<b>Strongly Disagree</b>						<b>Strongly Agree</b>
1. I think the territorial restrictions set in the contract agreement are reasonable.....	1	2	3	4	5	6	7
2. The termination/renewal terms of my franchise contract are fair.....	1	2	3	4	5	6	7
3. My franchisor often ignores my suggestions and complaints.....	1	2	3	4	5	6	7
4. I am satisfied with my franchisor's training program.....	1	2	3	4	5	6	7
5. My franchisor's operational commitment compares favorably to my competitors.....	1	2	3	4	5	6	7
6. I am satisfied with the effectiveness of my franchisor's brand name.....	1	2	3	4	5	6	7
7. The overall relationship between me and franchisor is very satisfying.....	1	2	3	4	5	6	7



**Section 7.** The statements in this section relate to your commitment. Using the scale provided, please indicate the response to items 1 – 7 that best represents your opinion.

“Franchisor” refers to the company rather than to any individual.

<b>1. Strongly Disagree</b>		<b>5. Slightly Agree</b>
<b>2. Moderately Disagree</b>	<b>4. Neither Disagree nor Agree</b>	<b>6. Moderately Agree</b>
<b>3. Slight Disagree</b>		<b>7. Strongly Agree</b>

	<b>Strongly Disagree</b>				<b>Strongly Agree</b>		
1. I feel very little loyalty to my franchisor.....	1	2	3	4	5	6	7
2. I would comply with almost any type of request from my franchisor in order to keep my contract.....	1	2	3	4	5	6	7
3. I am proud to tell others that I am part of this franchise system.....	1	2	3	4	5	6	7
4. There is not too much to be gained by sticking with my franchisor indefinitely.....	1	2	3	4	5	6	7
5. Often, I find it difficult to agree with my franchisor’s policies on important matters relating to its franchisees.....	1	2	3	4	5	6	7
6. I really care about the fate of my franchisor.....	1	2	3	4	5	6	7
7. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.....	1	2	3	4	5	6	7

**Section 8.** Please complete the following demographic information, giving your best estimate where the exact answer is not known. Your answers will be kept strictly confidential and will only be used by the researcher for statistical purposes.

1. Are you:      ☐ Male      ☐ Female

2. Which ethnic group do you belong to?

<input type="checkbox"/> Caucasian	<input type="checkbox"/> African American	<input type="checkbox"/> Hispanic
<input type="checkbox"/> Asian	<input type="checkbox"/> Pacific Islander	<input type="checkbox"/> Others

3. Please specify your age group?

<input type="checkbox"/> 20 to 30	<input type="checkbox"/> 31 to 40	<input type="checkbox"/> 41 to 50
<input type="checkbox"/> 51 to 60	<input type="checkbox"/> Over 60	

4. How long have you been in the relationship with your franchisor? \_\_\_\_\_

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## Thank You

We really appreciate your time and effort in filling out this questionnaire. If you would like to make any comments or suggestions, please indicate them below.