

UNIVERSIDAD DEL ROSARIO



**HOW CAN THE ORGANIZATIONAL CULTURE BE ENFORCED IN AN
INTERNATIONAL FRANCHISE LIKE DEPILARTE**

GRADUATION PROJECT

APPENDICES

MELISSA ROCHA ORTIZ

BOGOTA D.C, COLOMBIA

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ADMINISTRACIÓN DE NEGOCIOS INTERNACIONALES

MENCIÓN: MERCADEO DIGITAL

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Appendices

Questionnaires for both and the list of themes are written in English for the purpose of the paper but are translated and administered in Spanish to all the participants, like so, the answers to all will be analyzed in English.

Annex A: List of themes

Below you will find a list of the most important topics that will be discussed in the questionnaire, this will allow you to feel more prepared and comfortable when answering, once again thank you for your time.

- Culture, in the different countries Depilarte is present.
- Personal identification with different cultures and skills.
- Value of the service offered
- Franchisor-franchisee relationship.
- Stress at work and how to manage it.
- Influence of franchisor on franchisees, goals and running the business.
- Value drivers of the company
- Importance of innovation in the industry.

Annex B: Structured questionnaire for the founders, the questionnaire for owners and employees is based on these same questions with some arrangements.

Good morning / evening my name is Melissa Rocha I am a student from RSB in the MSC in international management focused in digital marketing I am currently doing my internship in Depilarte Colombia, for my MSC graduating project I am performing an investigation regarding the organizational culture of the company, taking into account that this is an international organization. I am very thankful for your collaboration and for taking to answer the following questions. You can be certain that the information collected is strictly for academic purposes and it will not be seen by any of your superiors and it will not be published in any public platform.

General information

Tick the box correspondent to your age range

- ☐ 18 - 28
- ☐ 29 - 38
- ☐ 39 - 48
- ☐ 49 - 58
- ☐ 59 - older

Tick the box correspondent to your level of studies

- ☐ High school graduate
- ☐ Professional / Technician
- ☐ Bachelor's
- ☐ Masters
- ☐ Doctorate

Please select the country from where you work for Depilarte:

- ☐ Colombia
- ☐ Dominican Republic
- ☐ Ecuador
- ☐ Panama
- ☐ Peru
- ☐ Venezuela

Have you been actively working in another country for Depilarte? State which one: _____

1. Do you consider that the traditions in the cultures from the different countries where Depilarte is present vary widely from each other?

Tick the box that matches your opinion most closely

- ☐ Agree ☐ Tend to agree ☐ Tend to disagree ☐ Disagree

2. Do you identify with more than one culture different to the one you are in at the moment?

Tick the box that matches your answer

- ☐ Yes
☐ No

3. Do you think people give a different value to the service based on the country they are in?

Tick the box that matches your answer

☐ Yes

☐ No

4. Do you consider that throughout the years you have gained the necessary “cultural skills” to manage such a wide range of people that are part of the company?

Tick the box that matches your answer

☐ Yes

☐ No

5. Do you agree with the following statement: The relationship with the franchisees and employees must be taken seriously, and both must collaborate with each other and respect the agreements for the relationship to be successful for both.

Tick the box that matches your opinion most closely

☐ Agree. ☐ Tend to agree ☐ Tend to disagree ☐ Disagree

6. Do you consider that at the beginning of the relationship with the franchisees there is a “honeymoon stage” where the franchisee / employee is fascinated by the work, and this then decreases until they understand how the work is done?

Tick the box that matches your opinion most closely

☐ Agree ☐ Tend to agree. ☐ Tend to disagree ☐ Disagree

7. How much do you think the quality of the relationship between franchisor and franchisee matters in order to succeed?

Tick the box that matches your opinion most closely

☐ A lot ☐ A little ☐ Not so much ☐ Not at all

8. How successful do you think the training and transferring of the knowledge, skills and structures was from the franchisor to the franchisee and employees?

Tick the box that matches your opinion most closely

☐ Very successful ☐ Somewhat successful ☐ Not successful

9. Can you describe what Depilarte as a whole is to you?

10. Select the statements or characteristics you consider are true and reflect to the work in Depilarte.

Tick the box that matches your opinion most closely

- ☐ Straight forward, calm with specific tasks
- ☐ Mostly calm with some setbacks from time to time but it is possible to enjoy the work
- ☐ Mostly heavy workload, few calm moments
- ☐ A lot of hard work, not calm at all

11. Do you consider your tasks at Depilarte to be stressful?

Tick the box that matches your answer

☐ Yes

☐ No

12. If yes, do you know how to manage this stress?

13. How strong do you feel is the influence that you have on franchisees stores and work methods?

Tick the box that matches your opinion most closely

☐ High influence ☐ Medium influence ☐ Not influence at all

14. As a franchisor do you consider that the goals Depilarte as a whole are the same to the ones the individual stores have, because they look up to how you run the business?

Tick the box that matches your opinion most closely

☐ Same goals ☐ Similar goals ☐ Different goals

15. As a franchisor how strong do you think your influence towards employees and franchisees is, regarding the goals and the way of running the business?

Tick the box that matches your opinion most closely

☐ High influence ☐ Medium influence ☐ Not influence at all

16. As a franchisor do you take into account if the possible franchisees can really understand the ideologies of the company so that they will focus in having similar practices in their own store?

Tick the box that matches your answer

- ☐ Yes
- ☐ No

17. From this list, could you rank the value drivers you consider the most important by ranking them from 1 (most important) to 10 (least important) for Depilarte.

- ☐ Economies of scale
- ☐ Customer base
- ☐ Corporate culture
- ☐ Financial capacity and performance
- ☐ Human capital
- ☐ Intellectual property
- ☐ Marketing strategy
- ☐ Service offered
- ☐ Strategic vision
- ☐ Expansion method (franchising)

18. Before the question above, have you ever considered corporate culture as a value driver for Depilarte?

Tick the box that matches your answer

- ☐ Yes
- ☐ No

19. Did you know that corporate culture is important to the firm, affirmed by 91% of executives and that 79% of them include the organizational culture in the top 3 to 5 value drivers of the organization?

Tick the box that matches your answer

☐ Yes

☐ No

20. Do you consider the culture of Depilarte has evolved based on the way the organization works, as its structure and decision making strategies as the company has grown?

Tick the box that matches your opinion most closely

☐ Agree. ☐ Tend to agree ☐ Hard to disagree ☐ Disagree

21. Do you consider the standards and processes Depilarte has are rigid enough to be controlled, corrected and enforced in every store to ensure quality ?

Tick the box that matches your opinion most closely

☐ Very rigid ☐ Somehow rigid ☐ Not rigid

22. From the following statements rank them from 1 (very important) to 10 (not important) as you consider

How important do you find the fact that women are the leaders for this specific market and its growth: _____

How important do you think it is the fact that Depilarte uses the newest and highest technologies:

Annex C: Description of the organization

Table 1: Definition of the organization by the founders

Founders

1	Depilarte is a company that gives you the opportunity of being an entrepreneur, where you are going to be able to reach so many of your dreams as an independent owner, it will give you the opportunity to regain your investment quickly in a healthy and warm environment, working with high level people that create no complications, with a healthy and fruitful relationship with the franchise, that looks into creating no stress for the franchisees, with an innovative and great quality service for its customers
2	A franchising opportunity for more than 100 entrepreneurs to invest in a solid and healthy organization in more than 5 countries
3	Legacy from my family

Groups and categories

Table 2: Groups created

1	Entrepreneurship, Franchise innovation
2	Steady income
3	Healthy warm environment, teamwork
4	Professionalism
5	Stress free
6	Great quality service
7	Successful

21	Solid Effective and prestigious				X		X	X	X	
22	Prestige, efficiency, solidness				X		X	X	X	
23	Responsible, kindness and punctuality.			X	X		X	X	X	
24	Solid, Prestigious and Effective						X	X	X	
25	Solid, prestigious and effective						X	X	X	
26	CONFIDENCE, RESPECT, SECURITY			X	X		X			
27	Unique, Customers, Attention	X					X	X		
28	Family									X
29	Successful							X		
30	Dedication, kindness, efficiency	X			X		X	X		
31	Family, Team, Solidarity			X	X					X
32	Family, Team, Solidarity			X	X					X
33	Team, perseverance, seriousness			X	X			X		
34	Effective and personalized treatment				X		X			
35	Satisfaction, prestigious and well known				X			X	X	
36	Responsible, kindness and punctuality.			X	X				X	
37	Professionalism, Security, Effectiveness		X		X		X			
38	Pleasant work environment			X						
39	Trust, Commitment, Satisfaction.			X	X		X			
40	Opportunity, attention, originality	X		X			X			
41	Opportunity, attention, originality	X		X			X			
42	Efficient responsible and successful				X		X	X		
43	Responsible, kindness and punctuality.			X	X				X	

44	Big, responsible				X			X	X	
45	Safe, organized and efficient.		X		X		X			
46	opportunity, independence, learning	X	X							
47	Quality of services						X			
48	LEARNING, OVERCOMING, FAMILY	X	X							X
49	Opportunity, relaxation, commitment	X	X		X	X				
50	Responsibility, commitment, seriousness				X			X	X	
51	It's all good.	X	X	X	X	X	X	X	X	X
52	Discipline/ Consistency / Learning				X			X	X	
53	Discipline/ Consistency / Learning				X			X	X	
54	Discipline/ Consistency / Learning				X			X	X	
55	Stability specialists experience		X		X					
56	Experience stability specialists		X		X					
57	Stability, union and delivery		X	X	X					
58	Commitment, Labor stability, effectiveness		X	X	X		X			
59	Organized, impeccable, welcoming			X	X				X	
60	Organized, impeccable, welcoming			X	X				X	
61	Hair removal, sales		X				X			
62	Service, responsibility,				X		X			
63	Service, responsibility,				X		X			
64	Franchise, professionalism and service	X			X		X			
65	Quality, good service and confidence				X		X			
66	Kindness, quality, customer service			X			X			

67	Inclusion, attentive and committed	x		x	x					
68	Commitment, honesty,		x	x						
69	Family, quality well-being			x		x	x			x
70	The best company	x	x	x	x	x	x	x	x	x
71	Attention quality stability	x			x		x			
72	Hair removal specialist						x			
73	Stability		x							
74	excellence, order, attentive				x			x	x	
75	Excellent							x		
76	Opportunity - growth - knowledge	x	x	x						
77	Opportunity, stability and family	x	x							x
78	Beauty, safety, health		x				x		x	
79	Work		x							
80	Familiarity, trustworthy, peace of mind				x				x	x
81	Discipline, Quality, Consistency				x		x		x	
82	Companionship , good leaders, responsible			x	x				x	
83	Seriousness - Dedication - Responsibility				x				x	
84	Entrepreneur	x								
85	My second family									x
86	Success quality and training			x				x	x	
87	Companionship, opportunity and love		x	x						x
88	Human quality, monitoring, effectiveness			x		x	x			
89	Service						x			

90	Wellness, Beauty, Skin beauty						X			
91	Teamwork, organization, satisfaction,			X	X			X		
92	Skin ready.						X			
93	Good service, quality			X			X			
94	Efficient, trained, Professional				X		X	X	X	
95	Organized, clean, quality.				X		X			
96	Excellent, Comfort, Kindness			X	X		X			
97	My second home									X
98	Work Cleaning Warmth		X	X			X			
99	Organized				X					
100	Quality excellence responsibility						X	X	X	
101	Quality, Efficient, Opportunity	X	X				X		X	
102	Projection adaptation processes	X	X							
103	Teamwork, organization, satisfaction,			X	X					
104	EXCELLENT QUALITY SERVICE						X			
105	Unique, compromised wit beauty						X	X		
106	Beauty growth opportunity	X	X							
107	Prestige, Respect, Quality				X			X	X	
108	LEARNING, DEDICATING, COMMITMENT	X			X					
109	Learning	X								
110	CONFIDENCE -PROFESSIONALISM - quality			X	X		X			
111	RELIABILITY BEAUTY QUALITY						X		X	
112	Good service, commitment, integrity				X		X			

113	GOOD WORK ENVIRONMENT			x					
114	Organized				x				
115	Service						x		
116	Quality, effort and work		x				x		
117	Successful Futuristic Innovator	x	x					x	x
118	Leader in Hair removal						x		
119	Recognizing, branding							x	x
120	Franchise, hair removal, laser	x							
121	Successful Futuristic Innovator	x						x	
122	Solution, Ultimate, Freedom	x	x				x		
123	Solution, Ultimate, Freedom	x	x				x		
124	Very good business		x		x				
125	Successful, flexible, focused				x			x	
126	Successful, flexible, focused				x			x	
127	Successful, flexible, focused				x			x	
128	Quality, Hair removal, Business	x	x				x		
129	Quality, service and commitment			x	x		x		
130	Good technology and service						x	x	
131	responsibility accessibility skin				x		x		
132	Quality and good service						x		
133	Investment -safe-profitable	x	x						
134	Seriousness, responsibility, quality				x		x		x
135	Practical profitable back up		x		x		x		

136	Quality, comfort and well-being			x			x			
137	Excellent Innovative brand Image	x						x	x	
138	Modernity, technology and quality	x					x			
139	100 per 100 service						x			
140	Brand, reliability, stability		x				x		x	
141	Energy , Teach, Quality	x					x			
142	Entrepreneurship, quality and service	x					x			
143	Hair-free skin						x			
144	opportunity, knowledge and growth	x			x			x		
145	Cost-effective, Innovative, Excellent	x	x				x	x		
146	Cost-effective, simple, exclusive		x					x	x	
147	family, service and quality						x			x
148	easy to remember								x	
149	Easy to remember								x	
150	Technology, service, social media						x			
151	Growth Digital Strategy	x							x	
152	Effective, responsible and good customer service				x		x			
153	Life project	x	x						x	x
154	Life project	x	x						x	x
155	Entrepreneurship, quality and service	x					x			
156	International, security, reliability			x			x	x	x	
157	Service, Quality and Welfare									
158	Reliable, Close, Traditional		x	x	x				x	

159	Relaxation, balance and commitment		x		x					
160	Relaxation, balance and commitment		x		x					
161	Relaxation, balance and commitment		x		x					
162	Entrepreneur, motivator, persistent	x			x				x	
163	Form of income		x							
164	Form of income		x							
165	Form of income		x							
166	Form of income		x							
167	Form of income		x							
168	Form of income		x							
169	Form of income		x							
170	Form of income		x							
171	Form of income		x							
172	Form of income		x							
173	Simplicity, focus, profitable		x		x			x	x	
174	Life project	x								x
175	passion, love, work		x	x	x					

Annex E: Marketing Strategy

Images taken from the official Instagram accounts of Depilarte in each country, it is clear how all six accounts share the majority of their posts, showing a unique and stable brand image.

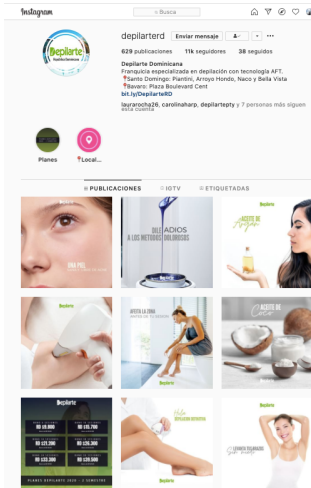


Figure 1: Dominican Republic

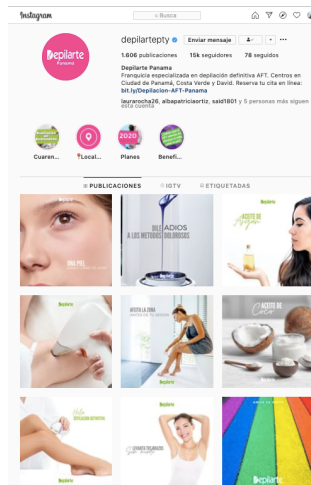


Figure 2: Panama

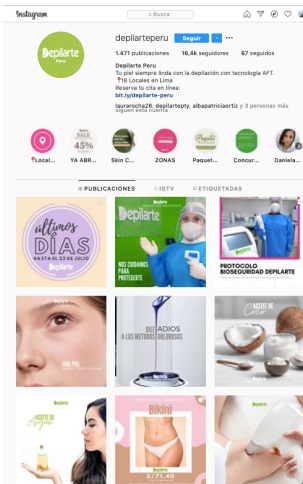


Figure 3: Peru

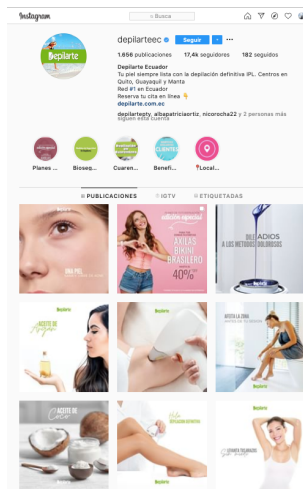


Figure 4: Ecuador

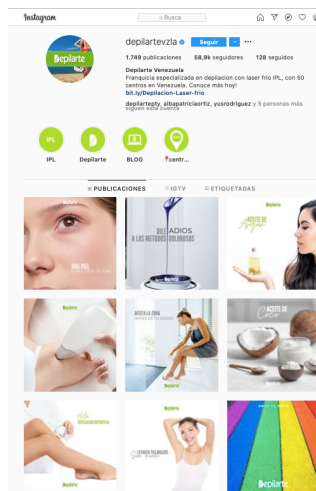


Figure 5: Venezuela

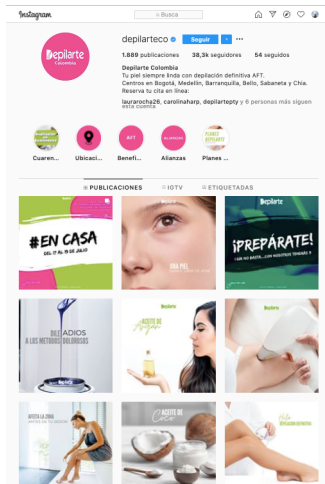


Figure 6: Colombia