

FRANCHISE SYSTEM FOR FAST FOOD RESTAURANTS

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Abstract

The franchise is considered as a model to follow that can be adopted by different companies, considering that a restaurant is a place to offer their services and food products is important that their processes are standardized, the objective is to apply a franchise system in fast food restaurants, so that they are reflected in a process manual. The research was bibliographic, descriptive and exploratory. The inductive method was used since it arises from general conclusions from individual premises. As a research technique, observation sheets with parameters to be evaluated are proposed, in the areas of: 1. Production, with reception of raw material, storage, processing, waste and disinfection, standardization of recipes, assembly, area personnel, 2. Administration, organizational charts, agreements and alliances, relationship between management and employees, sales strategies, corporate identity, 3. Views, menu designs, customer service, atmosphere in the service area, 4. Financial system, accounting system, customer collection, expense management, investment. It is concluded that, when applying these sheets, a situational diagnosis will be determined by evaluating to know if they meet, regulate or do not meet all the parameters found in them, and make a process manual with all the activities and functions of each area of the premises.

Keywords: franchise, restaurants, fast food, standardization, processes.

Introduction

In Latin America and speaking specifically in Ecuador, franchises have brought new opportunities, such as undertaking and owning a reliable, safe, proven and above all successful business, using new technologies allowing Ecuadorian franchisees the opportunity to offer new experiences to diners, covering an increasingly demanding market, with new options, Products and services that are trends in the market.

This system is being practiced in Ecuador a few years ago, importing foreign business knowledge. Coming mainly from the United States. But it is now where this business model is being applied in the local market, being sold efficiently, in the main cities of the country.

It is borne in mind that the teachings issued from the United States dominate the franchise market in Ecuador with 80%, while the participation of local brands in the franchise market is quite small, approximately with 14%, although the data differ, according to the Ecuadorian Association of Franchises and the Spanish Institute of Foreign Trade, 152 teachings operate in the country, through 1200 establishments that employ more than 10,000 people, registering a turnover of 860 million dollars.

The growth of franchises in the country is estimated at 4% per year, but the number of establishments per franchise marks a 25% growth, which shows that the growth of the market is more present by firms than by independent establishments that are integrated into the system.

The dollarized economy of the country has allowed large brands to set their sights on expanding in the local market, creating the possibility of establishing their costs and profits without having variations or changes, and the franchisor gives the local investor the security and confidence of its brand and international prestige.

In Ecuador there are several franchise models that can be delimited in food, pharmaceutical sector, delicatessen, shoe stores, hardware stores, printers. But the biggest representative is the food sector and restaurants since they are more profitable, since food is vital and will never stop consuming, although economic factors and competition are present.

The idea of implementing a franchise system in the establishment of A and B, is to ensure that all administrative, financial, service and production processes are met correctly and efficiently, allowing the system to be replicated with good results, making the brand a sign of confidence for diners when choosing a good restaurant, Presenting the processes that are carried out in the acquisition, storage, handling and production of food, being sincere and real with their customers.

A franchise system helps to establish and synthesize all processes from hiring personnel, choosing suppliers, creating menus, preparing

preparations, to the image of the company in decoration, staff uniform, customer service. So that the company works like a Swiss watch and its success is replicable elsewhere in different circumstances. The importance is that the system must never fail, the horizon must never be lost, nor deviate the objectives, which once implemented and written in a manual must be respected.

Theoretical framework

A restaurant is defined as a place that opens its facilities to offer its services and food products, to customers or diners better referred. Considering the franchises for fast food restaurants, the following classification is indicated:

The establishment franchise-. They are the ones that shape this type of restaurants, such as Mc Donald's, Starbucks, Burger King, are characterized by homogeneity in their restaurant chains, the service is fast as its name says and it is because most of its processes are immediate, simplified. These restaurants are aware of new market trends because it is usually young people who visit these establishments. (Rodriguez)

Fast Casual Restaurant. Like the fast food restaurant, the influx of people to these places is immense, this is because they follow three fundamental factors, use fresh and healthy products, sustainability and experience in the restaurant, companies like Chipotle follow these three factors to achieve success and succeed in the current market. (Rodriguez)

Restaurant Take Away or take away.

Before the only food that was to take away was pizza and Chinese food, food that was delivered to your door in less than 30 minutes or was free. But the needs increase and the solutions too, now there are several home service companies that work with restaurants, where you can order from a very simple dish such as tacos or taste from a menu of a Michelin Star restaurant, all in the comfort of your home, using these mobile applications. (Rodriguez)

History of fast food.

At the end of the nineteenth century, Paul de Rousieres analyzed and recorded his observation of the United States. The first thing that caught his attention was the way of life of the Yankees, the attitude with which they carried out their activities, what impressed him most of all this was the speed with which the Americans fed, despite not being widely used the term "fast food", it was the right one to describe the way in which they consumed their food. (Bensoussan, 2015)

There were establishments that sold their policy of "quick lunches", several posters with that title, when entering several executives with suit and hat lined up to pay the price of lunch at the box and in front a bar of cuts of meat, soups, salads, desserts, pickled sandwiches, ice water, so that the client paid ate what he needed and left immediately. (Bensoussan, 2015)

The combination of packaging and advertising were two elements that were to shape the success of fast food brands. Emphasizing aspects such as the health of mom who could sleep a little more without worrying so much about breakfast, the success of the father who could eat breakfast and get to the office quickly. All this thanks to industrialized foods, to make pancakes in the blink of an eye, with a flavor as identical as the traditional one. (Bensoussan, 2015)

This was also increasing in the cafeterias, and then give way to self-service food, where their menus already offered Fast Breakfast and fried foods with homemade drinks, to more than other dishes for lunchtime. They became a very striking style of restaurant, the idea was that by having waitresses on skates the service would be much faster, lively, attractive, and people would consume much more this type of food. (Bensoussan, 2015)

In 1920 appears in the U.S. the first hamburger establishments that grew as chains, these were baptized with the name of "White Tower" and "White Castel", names that gave consumers to think that those places were clean, they reduced the psychological fear of infections that minced meat could produce, in these establishments the white color that was a sign of hygiene predominated.

Years later the brothers Dick and Mac inspired by the philosophy and system of Henry Ford, Fordism, began to experiment with restaurant schemes such as their "drive in restaurant" in 1937 with the sale of hot dogs, and then in 1940 in San Bernardino, they had their self-service restaurant, having problems their excessive costs, not so satisfied customers, which led them to focus on more essential things, taking into account families as potential customers, introducing a chain production system using reduced equipment, offering hamburgers, using cardboard containers, paper bags, to dispense a product in 15 cents, hygienic, practical, and good.

The McDonald's brothers were influenced by their distributor of blenders to turn their business into a franchise, Ray Kroc imposed the franchises both in quality and in the forms of production, guaranteeing the greatest success finding the same burger anywhere in the world, uniform flavor. Based on the triumph of this chain, copies began to appear as Kentuck. Thus officially starting the phenomenon of the fast food industry, giving way to the so-called ethnicity, at the end of the 50s, a neighbor of McDonald's had the idea of implementing the same

system in Mexican food, giving rise to the famous Taco Bell and likewise the pizza marketed by Americans and Greek-American business groups, which very little resembles the Italian, which did not have the same heyday as in America. Fordism disappears the artisanal manufacture of pizza dough to replace it with machines, which would produce pre-cooked doughs that were stored in refrigerators.

Franchising is based on a marketing concept that can be adopted by an organization as a business expansion strategy. When implemented, a franchisor licenses its knowledge, procedures, intellectual property, use of its business model, brand and rights to sell its branded products and services to a franchisee. In return, the franchisee pays certain fees and agrees to fulfill certain obligations, usually set forth in a Franchise Agreement.

History of franchises

Every great idea is born from a need, in this case the need to expand a business, so that more people know the product, but if you do not have enough budget to hire a multitude of employees, acquire large spaces implemented machinery to achieve that goal, may never be fulfilled. That is why these agreements are born where each franchisee is self-financing, making the franchisor obtain better benefits, especially in an accelerated growth in his company. (Direct, 2015)

The first franchise system is created, in Germany, with the beer product that was sold in the taverns under the trade name of SPATEN. It can be located at the beginning of the nineteenth century, after the civil war in the United States, the first antecedent of a system of franchises granted to individuals through a legislative route, to generate growth in public services such as railroads and banks. But it was in 1850 to 1860 where the creators of sewing machines, Singer Sewing Machine Company who found the franchise system to solve their problems, since at the time of marketing their product they noticed that they had to teach customers how to use this new machine, and that would take time and money and the sale would be very slow, Like their business growth, being a young company they did not have enough capital to produce machines in large quantities, which is why they decided to sell the rights to local businesses, so that they sold the sewing machines and taught their customers how to execute them and especially how it would help them to take advantage of acquiring one of these. In this way the new product was promoted, and capital was generated to have greater production of machines. (Direct, 2015)

This system was copied by many companies with a thirst for growth and expansion, such as Coca Cola, which sold its bottling rights to local businesses where manufacturing, storage and production were moved, reducing heavy expenses that occurred at the beginning such as transporting their product by train, clearly the expansion was greater, so

much so that in every town in the world, no matter how small, There is the brand and the product, very present. (Direct, 2015)

Later companies such as General Motors and Hertz Rent a Car continued to use this way of reproducing their business, simultaneously at the same time in France there was the same boom, in the wool company, La Lainiere de Roubaix ensuring commercial outlets of the new plant, these simultaneous facts gave rise to the birth of the franchise system in 1929. (Grillo)

After the Second World War, many ex-combatants returned to their cities to reintegrate into society, but many of them had no work or academic training, which was a big problem to find work, but, nevertheless, they had some capital gathered that allowed them to acquire franchises, or become investors, so that in the United States of America hundreds of franchises were generated in all fields that can be imagined. the comfort of the franchisee, in cars on the assembly lines that could develop wholesale distribution networks using capital contributed by the independent distributor, in the same way franchises appeared in the area of medicine, nightclubs, beauty salons, educational institutes and especially in food, such as Ray Kroc who was compared to Henry Ford, based on the fast system created by the McDonald's brothers, making fast food a franchise success. Initially as the president of franchise management, he began to create bonds of trust with franchisees and suppliers by implementing the phrases "A business only yours, but without being alone", "Quality, service, cleanliness and price". The personal hallmark of this establishment was to handle products of the best quality, very fresh, at affordable prices and above all with a fast system, delivering orders in maximum 3 minutes. Kroc wanted to take all that experience anywhere in the world, no matter where, just achieve the same feeling as appreciation the first time he arrived at that place. Mc Donald's is considered one of the best franchise models in the world, from the uniform, the way of greeting, the smile on the face of the employees, the decoration; advertising has changed depending on the country and its culture, but it is always focused on Mc Donald's is Family. From there, several fast food brands have used this system as their pillar of growth, some focusing on another market and others trying to be the competition of McDonald's, such as King Burger, or Carl's Jr. (Kroc, 2009) (Kroc, 2009)(Grillo)

From the 30s to the 50s, this business system was considered the main driver for the American economic recovery and drove national and international economic relations. (Direct, 2015)

In the same way the thirst to advance, create and improve is part of the human being, always wanting innovation, and thanks to the advancement of technology, new inventions were created, and the purchasing power of consumers allowed this to be the perfect time for the development of several franchises. (Direct, 2015)

Standardization, processes, procedures manuals, are some of the characteristics of franchises.

Standardization is the process of several steps to follow that allows to achieve continuous improvement, reducing variables in a process, to meet or exceed the expectations created by the client, which in the market would be classified as quality, safety, delivery and cost. (Ingrande, 2017)

These processes to follow help create greater security and confidence in those who are doing the work, since it becomes predictable and it is easier to provide the results, that takes the pressure off the person and their task is more efficient. Unlike when a process is not followed and work is done more subjectively, there is variation, inaccuracy, overload and waste, which can be defined as inefficiency. (Ingrande, 2017)

There are three elements that must be taken into account:

Take Time. It refers to the time it takes to get the job done and meet customer expectations. (Ingrande, 2017)

The Sequence of Work. It is the task performed within the standardized time by the operator in charge. (Ingrande, 2017)

The Inventory. It is essential for the process to keep working properly, it is the necessary control so that the operator can perform his work efficiently, having the appropriate resources. (Ingrande, 2017)

Standards need to be concrete, specific, to be readable and useful guidelines, but with some flexibility. To be able to execute them. The people who work on this must be part of the process and therefore participate in the improvement of the standardized model. (Ingrande, 2017)

It is very important and necessary to have a documented standardization since it is a reliable source of information to remember some essential step in a process that may not be very clear and thus be able to efficiently perform its activities, all this is the initial step for the development of the operating procedure manual, that will not only offer quality, but also obtain greater productivity. (Neighborhood, 2017)

The processes. - In the business and economic field, it is a succession of human activities transforming resources to achieve a common goal, where you can find the productive process, which is responsible for developing products or services, or the business process, tasks are developed logically, such as transferring goods, conducting negotiations. In industry, the manufacturing process is responsible for transforming the raw material until a final product is obtained. (Yirda., 2019)

Characteristics of the processes.

- They follow a schedule of inputs and outputs.
- Crosses one or more organizational boundaries.
- They are able to cross the organization vertically and horizontally.
- The process tries to answer the question of "What is going to be achieved?", not "How is it going to be achieved?"
- It should be easy to understand for anyone in the organization who is going to do that work.

The name to be given to the process must be related to the activity or concept that the work is about. (Vargas C. F., 2014)

Types of processes.

Strategic processes: it is clearly related to the business or activity, taking into account aspects such as mission, positioning, strategy, direction.

Value added processes: They are directly related to satisfying the needs of customers, doing everything possible to exceed their expectations and get their attention, within this are sales, marketing, service and after sales.

Processes that do not add value: these do not focus on adding value to the external sector, but on adding internal value, creating a support, in the previous processes, within this is the selection, hiring and induction of personnel, billing, acquisition, distribution and storage of raw material. (Vargas C. F., 2014)

Procedures manual. - Including this valuable element in the company, is the first step for evolution and continuous improvement, since having a written record of the activities carried out in the company, allows to know the deficiencies and strengths of the system, which will allow to make all the changes that urgently must occur in the company so that the system is efficient. (Gomez., 2001)

Companies have to prepare the integral processes of procedures, which represent the pillar that gives basis to the development of the activities to establish responsibilities to those in charge of the work area, providing detailed and useful information, which also includes security measures, control, objectives to be met in business function by the participants. (Gomez., 2001)

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Usefulness of the manual

- Ensures the operational responsibility of the manager in his work area.
- Demonstrates a global vision of operations in the responsible units.
- It facilitates the analysis and review of the procedure carried out in the entrusted activities.
- It helps to monitor and evaluate the work performed with the standardization of activities, avoiding duplication of unnecessary tasks and also eliminating unuseful ones.
- It serves as a guide that is permanent to inform or feedback on the execution of the work to be done.
- It is very useful for the process of hiring, orientation and induction of new personnel to the company.
- It facilitates decision-making by the person responsible for executing the procedures.
- It offers a better use of human and material resources.(Vargas C. F., 2014)

Identification of procedures

In the search for the simplification of the elaboration of procedures, schemes have been designed to define the variables, components and mechanisms for the development of the model.

Basic aspects for the elaboration of procedures.

- The procedures of each department must work according to the standards described in the manual.
- A procedure must be composed of at least four activities, to be taken into account in the manual.
- The procedures must project the results of the activities developed in a systematic and dynamic way.
- Do not register procedures of general application such as travel expenses, personnel registration, purchase requisition, among others.
- Each procedure must be recorded individually.
- The name of the procedure must be clear and understandable to give an idea about its content.

Description of activities.

- The wording of the procedure must be concrete, simple and practical.
- The activities of the procedure must be listed consecutively.

- It should generally begin with a verb in the present tense, third person singular.

Good manufacturing practices.

The food industry is responsible for the processing, processing, preparation, preservation and packaging of food for human and animal consumption. The raw material comes from plant, animal and fungal origin.

Daily feeding has increased the number of foods available in the diet. This has caused a greater and progressive effort in the surveillance of hygiene and food laws, in order to regulate, unify processes and products.

Manufacturing

They are classified into six different manufacturing processes, such as, for example, handling food and raw material, storing, taking advantage of their properties, elaborating to obtain a final product, which will be packaged and treated for conservation.

Manipulation.

Processes where the human intervenes 100% decrease, now the processes are improving with the help of automated elements, minimizing errors and maximizing production. However, workers must know the control measures for handling food, the techniques and methods to follow.

Storage.

The raw material is ordered using the FIFO (first in, first out) system. Avoiding the expiration of products, especially perishables, appropriate warehouses are used and conditioned to the type of industry that the company manages, these can be hermetic, open air, refrigerated chambers, among others.

Elaboration.

They are the processes applied in food, which are initially raw and allow them to transform their state to obtain a consumable and suitable product. Several of these processes have methods that must be interpreted. How:

- Cooking: process of applying heat that causes the Milliar reaction, usually meat products.
- Drying and dehydration: traditionally it was done to dry seeds, meats, fish, plants, so that its shelf life is prolonged and increases its flavor and aroma.
- Fermentation: Method that allows to transform the properties of food, in several cases increasing yeasts as in the wine and beer industry.

Conservation

In this process, all the necessary measures are taken to reduce or slow down microbial activity in food, as well as extend its shelf life. In these work activities, they must be developed with two variants.

- Antibiotic standardization: It is a food preservation process that prolongs its shelf life considerably, it is one of the first models established for this purpose.
- Standardization by radiation: By means of microwave radiation, or ionizing radiation, container control is used.

Similarly, refrigeration and dehydration are processes that help preserve food.

TheBjective

Apply a franchise system in fast food restaurants, based on observation sheet parameters, to be reflected in a process manual in fast food restaurants.

Methodology

The present work was based on a descriptive, exploratory and bibliographic research with the search for relevant and reliable information on the subject.

Descriptive research. - It aims to describe the characteristics of the phenomenon, subject or population to be studied, it is limited to observing what happens without seeking an explanation. Key characteristics are described, using systematic criteria providing systematic and comparable information. (Martinez., 2019)

Exploratory research. - It corresponds to the first approach of a topic before developing a research work of the same, more detailed and deep, this process allows to obtain basic information about the problem. In this way the true implications of the problem are known, identify the most important aspects to address, their results will be approximations, which need a deeper subsequent study to verify the results or to open new research possibilities. (Ortiz, 2019)

The Inductive method was used since the research is born from general conclusions from individual premises.

As a research technique, observation sheets are proposed with parameters to be evaluated, which will allow to be reflected in a process manual for fast food restaurants.

Proposal

To determine the current situation of the restaurant, the following observation sheets are presented for each area, where the standardization, processes, and the process manual will be determined, with which they will facilitate the work in the premises.

For the production department, observation sheets must be applied, where important aspects are identified in the reception of raw material, storage, handling and service.

1.- PRODUCTION AREA

Sheet 1-1 Reception of raw material.

Word.	Parameters to observe	Meets	Regular	Non-compliant
01	An entry record is kept			
02	Verification of the organoleptic properties of the product.			
03	Requisition sheet in advance.			
04	Control of quantity requested and received.			
05	Raw material received, quality.			
06	Temperature and transport of the appropriate product.			
07	Verification of expiration time of raw material.			
08	Carry and record in an inventory.			

Prepared by Authors

Fact sheet 1-2 Storage of raw materials.

Word.	Parameters to observe	Meets	Regular	Non-compliant
01	About passing the capacity of raw material in the warehouse.			
02	Division and classification of foods between raw and cooked.			
03	Refrigerated food at a temperature of 4°C.			
04	Frozen foods at temperature – 18°C.			
05	Food is on shelves and spaces that are easily accessible and clean.			
06	Adequate ventilation and light			
07	Food has contact with the floor.			
08	products ordered in the FIFO			

	system			
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Prepared by Authors

Fact sheet 1-3 Raw material production area.

Word.	Parameters to observe	Meets	Regular	Non-compliant
01	Respect the cold chain of food.			
02	Use latez or nitrile gloves when handling food.			
03	Cross-contamination in contact with the manipulator's hands, surface or utensils.			
04	Facilities with good ventilation, lighting and temperature to work.			
05	The facilities are suitable for cleaning, disinfection of floors, walls and equipment.			
06	In food preparation, cooking times and temperatures are respected.			
07	Try to clean kitchen utensils and equipment with hot water and detergents to avoid food debris or dirt in general.			
08	Use of methods and techniques in the preparation of food.			
09	Keep food out of 10 to 60°C to prevent microbial growth.			

Prepared by Authors

Fact sheet 1-4 Waste and disinfection area.

Word.	Parameters to observe	Meets	Regular	Non-compliant
01	Classification of organic and inorganic waste.			
02	Existence of specialized place for waste management.			
03	Detergents and disinfectants away from food production.			
04	Trash bags are immediately taken to the bin when filled.			
05	Disinfection of the area with hypochlorine solution before working.			
06	Correct toiletries for cleaning and disinfection.			
07	Disinfection of washbasins before and after the working day.			

08	Recycling plan with waste.			
09	Proper use of food waste.			

Prepared by Authors

Fact Sheet 1-5. Presentation and standardization of recipes.

Word.	Parameters to observe	Meets	Regular	Non-compliant
01	In production use is made of standard recipes.			
02	The time to dispatch an order is fast and well presented.			
03	The tableware is suitable for the presentation of the assemblies.			
04	The portions are correct and homogeneous in the presentation of the dishes.			
05	The products on the plate arrive at a suitable temperature when they reach the diner.			
06	There is an order and sense of the elements on the plate.			
07	There is a balance between flavor and color in the dish.			
08	There is a good relationship between price and quality.			

Prepared by Authors

Fact sheet 1-6. Production area staff.

Word.	Parameters to observe	Meets	Regular	Non-compliant
01	Correct use of uniforms.			
02	Able to perform their tasks			
03	Use of unnecessary accessories and colognes.			
04	Cleaning in your work area.			
05	Knowledge about the raw material handled.			
06	Knowledge about equipment and utensils they handle.			
07	Speed to carry out their activities.			
08	Correct use of your work schedule.			
09	Good communication between colleagues.			

Prepared by Authors

2. ADMINISTRATION AREA

File 2-1. Structural and functional organization chart.

Word.	Parameters to observe	Meets	Regular	Non-compliant
01	Existence of a defined structural organization chart.			
02	Papers of the organization up to date.			
03	Activity of the organization in virtual platforms.			
04	Staff training.			
05	Proper distribution of tasks for staff.			
06	Interview, hiring and proper induction of new staff.			
07	Rwriten responsibilities to area heads.			

Prepared by Authors

Fact sheet 2-2 Agreements and alliances

Word.	Parameters to observe	Meets	Regular	Non-compliant
01	Process of searching and selecting the best option for supplier.			
02	Good relationship with suppliers, to create bonds of trust.			
03	Strategic alliances with establishments close to the industry such as bakeries and pastry shops, other ventures.			
04	Agreement with the GAD for social participation as a company.			
05	Agreement with independent musicians and cultural events to contribute to their events, to get closer to the youth market.			
06	Agreements or sponsorships with teams of any sport (football).			
07	Participation in queen coronations, to increase the image of the company.			
08	Alliance of products with large industries such as Coca Cola or Fructi Soda.			

Prepared by Authors

Fact sheet 2-3 Relationship between management and employees.

Word.	Parameters to observe	Meets	Regular	Non-compliant
01	There is a monthly meeting to discuss the development of activities, objectives and suggestions.			
02	Incentives and motivations of bonuses or details on festive dates such as year, new year, birthday.			
03	Overtimerecognition s.			
04	Training to increase and develop staff knowledge and skills.			
05	Reception of new proposals for the company.			
06	Verbal and psychological motivation to perform their assigned tasks.			
07	Predisposition to help in any work or personal circumstance.			
08	Respect and consideration between both parties.			

Prepared by Authors

Fact sheet 2-4 Sales strategies.

Word.	Parameters to observe	Meets	Regular	Non-compliant
01	There is a monthly meeting to plan on new products, strategies and or movements in the market.			
02	The advertising of the product is real, in proportions, prices and eye-catching.			
03	Transparency in food handling processes.			
04	Promotions on important dates such as N Avidad, Mother's Day, Father's Day, New Year, Valentine's Day. Among others.			
05	Promotion on social networks about discounts, days of madness, 2 x 1, the second at half price.			
06	Free drinks for the purchase of certain promotional products.			
07	Bulletins delivered outside stadiums,			

	coliseums, concerts, churches.			
08	Participation in fairs to give tastings of new products of the establishment.			

Prepared by Authors

Fact sheet 2-5 Identity of the company.

Word.	Parameters to observe	Meets	Regular	Non-compliant
01	There is mission and vision of the company detailed in a writing.			
02	The objectives of the company are detailed in a writing			
03	Policies and strategies are well defined.			
04	Knowledge of the meaning of the name, slogan, logo and respective colors of the company.			
05	There is propaganda of the company in media such as radio, television, social networks, web pages.			
06	There is an active interaction of the company in social networks, so that the market recognizes it easily.			
07	The uniform is an establishment badge easy to recognize anywhere.			
08	There is a product that identifies and represents the company in the market.			
09	The history and continuity of the company over the years has made it a typical fast food establishment in the market.			

Prepared by Authors

3. SALES AREA.

File 3-1. Menu.

Word.	Parameters to observe	Meets	Regular	Non-compliant
01	There is a menu in physical, visible and understandable.			
02	There is a personal menu for each client.			
03	The menu items are renewed			

	periodically.			
04	There are products for vegetarians.			
05	Real images of the product being offered.			
06	Products with a variety of prices.			
07	There are always all the items on the menu.			
08	The design of the menu art is tractive, eye-catching and well-structured.			

Prepared by Authors

File 3-1. Customer service.

Word.	Parameters to observe	Meets	Regular	Non-compliant
01	There is a written protocol for serving customers.			
02	There is a written protocol for handling problems or discussions with customers.			
03	The American service is used correctly.			
04	The way to take the order is adequate and efficient.			
05	There is a command management system.			
06	Special service for pregnant women, children, people with special abilities and the elderly.			
07	Appropriate uniform that identifies service personnel.			
08	System of location and organization of the tables.			

Prepared by Authors

Tab 3-4. Environment in the service area.

Word.	Parameters to observe	Meets	Regular	Non-compliant
01	Infrastructure in good condition			
02	Nice and eye-catching décor.			
03	Convenience and comfort for customers.			
04	Pleasant and appropriate music according to the time of day.			
05	Adequate lighting and cleanliness			

	throughout the service area.			
06	Adequate toilet facilities for customers.			
07	Entrance accessible for people in wheelchairs or with canes.			
08	Security with fire alarms, emergency lights, emergency signage.			

Prepared by Authors

4. FINANCIAL AREA.

Tab 4-1. Accounting system.

Word.	Parameters to observe	Meets	Regular	Non-compliant
01	There is a written or virtual accounting system.			
02	Detailed information on the users of the company and the suppliers with whom it works.			
03	Record of supplier activity .			
04	Overtime to be paid for employees is contemplated.			
05	Analysis of the development and economic evolution of the company .			
06	Use of gastronomic software applied in the accounting of the company.			
07	Sales projection for future dates.			
08	Updated inventory record of the company.			

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Tab 4-2. Customer collection system.

Word.	Parameters to observe	Meets	Regular	Non-compliant
01	Electronic invoicing of customer payments.			
02	Use of specialized collection equipment as a cash register.			
03	Collection system, together with the kitchen orders.			
04	Some kind of gastronomic software applied in box.			
05	Payments with electronic currency or credit card.			
06	Benefits to be paid in cash.			

07	Cash control during the day and when closing.			
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Tab 4-3. Expense management.

Word.	Parameters to observe	Meets	Regular	Non-compliant
01	Daily control of expenses.			
02	Monthly analysis to reduce unnecessary expenses.			
03	Constant search for new and better suppliers in the market.			
04	Control plan for possible crises in the market such as national strikes.			
05	Analysis of control of poorly managed resources in the production or service area that generate expenses.			
06	Analysis of products in the menu of lower profitability that must be improved.			
07	Avoid interest for late payments.			

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Tab 4-4. Investment.

Word.	Parameters to observe	Meets	Regular	Non-compliant
01	Monthly investment control detailed in a writing.			
02	Investment in monthly advertising.			
03	Implementation of new equipment suitable for work areas.			
04	New uniforms for the good presentation of the staff.			
05	Renovation of the service area for better customer service.			
06	Improve containers, or tableware used to serve food.			
07	Hiring more staff, trained to improve care.			
08	Acquisition of better products as raw material.			

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Conclusions

By applying these observation sheets, fast food restaurants will be able to make a situational diagnosis of their state in terms of their standardization of processes in different areas.

In the production area, parameters will be determined to know if it complies, regulates or does not comply, in reception and storage of raw material, storage, processing, waste and disinfection, standardization of recipes, assembly, area personnel

Similarly, in the Administration area, parameters will be determined to know if it complies, regulates or does not comply in topics such as: organizational charts, agreements and alliances, relationship between administration and employees, sales strategies, corporate identity.

In the area of ventas, parameters will be established to know if it complies, regulates or does not comply in topics such as: menu designs, customer service, environment in the service area.

To identify whether it complies, regulates or does not comply in the financial area, parameters are also determined, in accounting systems, customer collection, expense management, and investment.

All the parameters that are evaluated in the observation sheets, according to the inherent activities of restaurants or fast food services, will have to be reflected in a process manual, which indicates the different functions and activities carried out by each area or department of the premises.

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