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12

**STRATEGIES OF
FRANCHISING**

GROW FROM
ONE TO MANY

With 25 Top Philippine Brand Case Studies



DEDICATION

This book is dedicated to all the Micro, Small, and Medium Enterprises (MSMEs) in the Philippines who have taken the path of franchising their businesses to uplift their quality of life and to share the benefits of growth to others in their community. The circle of progress is being enlarged owing to their ground-breaking spirit and their drive to make their products and services truly competitive and world-class.

The authors from Francorp in the Philippines express their utmost appreciation to all clients who shared the stories of their journey and in the process, become an inspiration to others who have only started charting their own course in franchising. Though franchising is still relatively in its young stage in the Philippines – only two decades old – it is already one of the biggest in the world and the next generations are starting to take over the reins. These future captains of industry are reinventing the industry as they chart their way towards national and international success. There is also a new breed of entrepreneurs from the countryside who are using franchising as their growth strategy and to segue into mainstream business.

For their inputs, gratitude is given to the Philippine Franchise Association (PFA), suppliers, management, and staff of Francorp in the Philippines who have contributed their efforts and creativity in crafting this book. Above all, we thank the Divine Providence for giving us the wisdom, talent, time, and treasure to make this project a reality so that it becomes a useful business tool for the future generations of entrepreneurs.

PREFACE

All of the brands featured in this book were taken from the roster of franchise success stories of Philippine-owned brands. At different stages of their development, the hands of business owners were held by capable franchise experts, giving them the appropriate guidance towards their path to growth.

Since it started creating a buzz in 1996 and steered by the pioneering spirit of the three pillars - Samson "Samie" Lim, Ma. Alegria "Bing" Sibal - Limjoco, and Manuel "Manny" S. Siggaoat, who were already big Filipino retailers during that period - franchising in the Philippines was never the same. Returning from the United States and learning the ropes from the guru of American franchising, Donald Boroian, the three visionaries got back to brass tacks and did the groundwork in the Philippines to promote the use of the franchising model for business expansion.

They gave professional advice to "franchiseable" business owners who were at the crossroads - struggling to find out how they can expand faster; brand owners who were exploring whether or not their business meets the franchiseability criteria; and for those who needed an honest to goodness franchise program to grow exponentially, from one to one hundred and eventually to a thousand.

The landscape of local entrepreneurship has forever changed with the popularity of franchising. And it helped that the Philippines was able to recruit top and key franchisors to establish the Philippine Franchise Association (PFA). This brainchild of Lim, Limjoco, Siggaoat and other forward-looking entrepreneurs, has now evolved to become the influential

voice of the Philippine franchise industry, recognized by the World Franchise Council (WFC) and the Asia Pacific Franchise Confederation (APFC).

The Certified Franchise Executive Program (CFE) is a career development program offered by the Institute of Certified Franchise Executives (ICFE) of the International Franchise Association (IFA) Education Foundation. It offers franchise professionals the opportunity to learn, grow professionally, and reach a recognized standard of excellence in the franchise community. While the program was already implemented in the country as early as 2001, it was only in 2002 when the Philippine Franchise Association (PFA), then spearheaded by Samie Lim and Ma. Alegria Limjoco, formally affiliated with the US-based ICFE to allow PFA to conduct the said program here in the country at discounted rates. By professionalizing the country's franchise sector, the Philippines' position as the Franchise Hub of Asia was strengthened.

Over the years, the CFE Program conducted in the Philippines has had enrollees from different countries including Thailand, Malaysia, Indonesia, Hong Kong, and Singapore. The number of elite Certified Franchise Executives (CFEs) continues to grow.

From "the Sick Man of Asia" to "Asia's Rising Star", the Philippines is in a sweet spot owing to over a hundred million strong population whose young people have a median age of 24, are educated, English-speaking, and with great consumer power because of higher incomes endowed by their employment in the huge Business Process Outsourcing (BPO)

industry as well as the remittances of their relatives who comprise the millions of Overseas Filipino Workers (OFWs) spread out all over the globe, the most sought after by employers in the Middle East, Europe, Asia, and North America.

For the last five years, the Philippine tourism industry has posted positive trends with international inbound arrivals up by an average of 5.6 million tourist arrivals. Most visitors are from South Korea, China, and the United States.

Also, the Philippine Statistics Authority (PSA) 2018 report revealed an increase in domestic tourism expenditure from 22% of household expenditure last year to 24.9% at present, indicating that tourism continues to be driven by domestic travellers who now spend a bigger chunk of their income to travelling

In the Philippines, the steadily increasing growth of franchises annually has resulted to the country's attractiveness as a franchise hub. As the preferred investment option, franchising contributes to the economy. With more than 2,000 franchise brands generating more than a hundred eighty thousand franchise outlets, the Philippines has grown to become the regional franchising leader in Southeast Asia.

Franchising is indeed an enabler and multiplier, serving clients in various stages of their growth, and helping generate millions of jobs. Francorp Philippines has assisted in planting Filipino franchise brands in every ASEAN country and in every continent around the world except Antarctica. Through franchising, businesses are transformed over the years. Some of them were just mom & pop SMEs or hole-in-the-wall young start-ups before they embraced franchising. Now, as professionally-run organizations, they have grown beyond all expectations.

The government promoted franchising further by focusing on assistance to the infrastructure and financial needs of micro-small-medium enterprises (MSMEs) as this is the sector with a great potential for local employment and entrepreneurship. In order to achieve at least a nationwide network of at least 100 units, incubation centers at the local level were set up to promote regional franchise concepts and expand these nationwide. The goal is to make these small franchises affordable – within the Php 100,000 to Php 1 million brackets.

For international expansion, the goal is to make franchise businesses one of the top Philippine exports where Filipino entrepreneurs are envisioned to be the foremost master franchise owners of Filipino and Foreign brands in the ASEAN region. This can truly make the Philippines the franchise hub in the Asia Pacific region. The future looks promising because many erstwhile mom & pop Filipino brands have already proven to be global names – Jollibee, Max's, Goldilocks, Pancake House, Potato Corner, Penshoppe, Bench, among others.

To chronicle these success stories is one way of bequeathing to the next generation of entrepreneurs franchising lessons which they can use in mapping out the way they want their 21st century businesses to mature or in charting ways for them to benefit from franchising's multiplier effect while using other like-minded investors' money, time, and people.

“Of the 27 Francorp offices internationally serving 45 countries, Francorp Philippines is the foremost, most exemplary, and leading edge franchise development firm.”

Don Boroian, Chairman, Francorp International

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INTRODUCTION

I have always believed that the Philippines has the potential to be a great nation. More so that I came from a generation when the Philippines was still considered an envy among its Asian peers. But after decades of periodic economic mismanagement and political unpredictability, our country plunged to becoming the sick man of Asia – an unfortunate and undeserved description considering the wealth of natural and human resources our country has.

That is why I introduced franchising in the Philippines believing that it can be a tool to build a strong middle class and to bring back our country to its former glory. With its intrinsic capacity to create nth's of thousands of MSME's and generate millions of jobs, I was confident that franchising can help make the Philippines a nation of opportunities. But I also believed that the franchising sector can only achieve its purpose if it was built on a foundation of excellence and world-class standards. It is for this reason that I, together with Bing Limjoco and Manny Siggaoat, brought the world's top franchise consulting company, Francorp, to the country in 1997.

After 20 years, I am proud that Francorp Philippines has been instrumental in transforming homegrown businesses into world class brands – many of which are already foraying into foreign shores proudly proclaiming that the Philippines is home to these global brands. It is also heartening to see that our clients have become the most respected names in Philippine franchising.

As we cross the threshold of our 20th year, I would like to see Francorp take a more active role in sharing our best practices with the franchise sectors of the various ASEAN countries – particularly the Cambodia, Laos, Myanmar, and Vietnam (CLMV) region. As a beneficiary of how franchising has become a tool for our economic development and nation-building, it is but fitting that the Philippines – with Francorp Philippines as a prime mover – also extend a helping hand to our ASEAN neighbors and, thus, contribute in the strengthening of the mission to speed up the ASEAN Economic Integration so that we can achieve an integrated, peaceful, and stable economic community with shared prosperity for all.

After all, greatness truly lies in our capacity and willingness to be of service to others.

Samie Lim, CFE
Chairman

PART 1

STARTING OUT

Franchising - because it follows a proven system - eliminates the trial-and-error phase associated with start-ups. This is also the reason why franchising boasts of a success rate of over 90%. However, franchising is not for every businessman. At the outset, there are many ways to assess whether or not one is ready to franchise his own business.

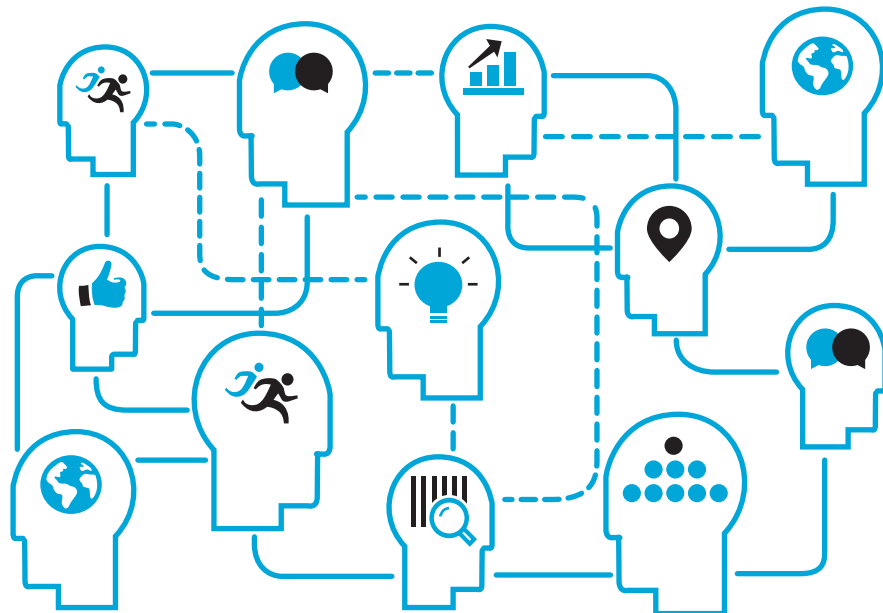


STRATEGY NO.1

BE GUIDED BY THE FRANCHISEABILITY CRITERIA

When consultants advise new or established business owners, Francorp follows a set of franchiseability criteria as bases for determining the potential of a business to go into franchising.

For those who are already business owners in their own right, franchising has made many brands household names, making their founders rich and famous beyond their imagination. Every week, hundreds of entrepreneurs start to explore franchising in an effort to grow from one to a thousand. Unfortunately, not every business is franchiseable. Some are not yet ready and need to work on their concepts to be ready for franchising. As with any business decision, timing is critical, and franchising too early can be as risky as franchising too late.



Franchising is about replication, and it is critical that there is a strong business model that can be replicated. At its most basic, the critical factor for franchising is that you already have a profitable, operating prototype. Digging deeper, other questions that can guide would-be franchisors are:

Differentiation – Ask yourself – is your business unique? Are you offering something different, or are there others already selling the same thing?

Differentiation does not always stem from your product or service as being entirely new. You might be selling the same products as others but yours may be better tasting or has higher quality or is priced lower, or delivered more conveniently.

Unique Selling Proposition (USP) – Are you bringing something of value to your customer? Are you solving an unmet need? This also applies to ordinary businesses. The best businesses are those whose value proposition to customers is better than any of their competitors.

Continuing Value – Can your franchisees do without you in the long run or will they continue to need you even after they know how to run the business? If you are able to provide continuing value to your franchisees, they will continue to depend on you and stay with you until the end of the term stipulated in the franchise agreement.

The easiest way to do this is to be the sole source of proprietary goods and services – those which are associated with your intellectual property and are only available to you such as recipes for example. Franchisors keep recipes confidential so that they become

Franchising can accelerate the growth of any business but only if done correctly from the start. So, take time to evaluate your business and ensure that it is unique, simple to replicate, and creates a win-win-win partnership.

the only source of proprietary items. Branded merchandise sold in retail stores are also ways of providing continuing value. Some franchisors provide continuing value by delivering support unmatched by others in the industry.

Operating Prototype – Franchising is basically duplicating success stories. If there is no original, there is nothing to duplicate. If you have a successful prototype, you can think of franchising that business.

Affordability – How much capital will a franchisee need in order to replicate your store?

If the required investment is high, the less people will be able to afford your franchise. The smaller the initial investment, the higher your business rates in terms of affordability.

Return on Investment (ROI) - Are your units profitable?

Since a franchise is an investment, investors would like to know when that investment will pay back. Even if a franchise is affordable in terms of initial investment, the ROI needs to

be attractive. As a rule of thumb in the Philippines, the payback period for investments under Php 1M is under 18 months, for investments between Php 1M to Php 5M it is under 3 years, and for investments above Php 5M the target payback period is under 5 years.

Credibility – Does your brand generate confidence among customers or with potential franchisees?

One of the reasons why people buy a franchise is the fact that the brand is recognizable enough to generate instant customers from Day 1. If the customers are not aware of the brand, the entrepreneur may be better off starting his business using his own brand name. Some companies achieve credibility through the strength of their organization.

Adaptability – Can your store locate in markets and areas away from your own? Will your business still be relevant in other markets with different tastes, cultures, and conventions?

McDonald's India does not serve

Big Macs but is able to cater to non-beef eating Indians by serving the Maharajah Mac which either comes in chicken or lamb. Can your business thrive in markets different from the original while still retaining its character?

Teachability – If it will take several months before a franchisee is able to learn your business, then your business will score low on teachability. The shorter the training time, the higher your teachability score.

Capital – Do you have capital to invest in the development of a franchise program? Although franchising is a low-cost way of expanding, it is not a no-cost way of expanding.

Long-term Commitment – Franchise agreements can last for several years. Do you have the commitment to perform your obligations as franchisor for the long term? It is easy enough to play the role of franchisor when sales are good. Can you show the same commitment during downturns in your business when sales are low and franchisees are complaining?

Do you need to score high on all criteria? Not necessarily. Some concepts score low on a few factors while others earn high points on others. The business needs to be looked at holistically. The bottomline is that the franchise program must result in a win-win-win scenario for the franchisor, franchisee, and the customer.

TAKE THE FRANCHISEABILITY TEST !

By now, you should have some idea as to where your business stands in the spectrum between Totally Unfranchiseable and Eminently Franchiseable. But it may help you to get a more precise idea of your place along this spectrum by taking a brief quiz.

Answer each of the following questions, add up your score, and read the results below.

1. Do you have an operating prototype?

No	1 point
Yes	10 points

2. How many units do you have in operation?

Assign 1 point per unit up to 10.

3. How long since you first opened your business?

Not in operation yet	0 point
Less than six months	2 points
One year	4 points
Two years	6 points
Three years	8 points
Four years or more	10 points

4. To what degree is your business distinctive from its competitors?

Not very	0 point
Somewhat	3 points
Very	7 points
Unique	10 points

5. How much would it cost to open one of your locations, excluding franchise fees?

Php 20 M or more	2 points
Php 10 M to Php 20 M	4 points
Php 5 M to Php 10 M	6 points
Php 1 M to Php 5 M	8 points
Less than Php 1 M	10 points

6. The market for your business is:

Local	0 point
Regional	3 points
National	8 points
International	10 points

7. Competition for the products or services you sell is:

High	1 point
Moderate	5 points
Minimal	10 points

8. How systematized is your business?

Not very	0 point
Some policies and/or handbooks.	2 points
Very well systematized and documented.	6 points
Highly systematized and computerized.	10 points

9. How long would it take you to teach someone to operate your business?

Special certification needed	1 point
2 to 6 months	2 points
1 to 2 months	4 points
1 to 3 weeks	7 points
1 week or less	10 points

10. How do your sales compare with those of comparable businesses in your industry?

Much lower	0 point
Somewhat lower	1 point
About the same	3 points
Somewhat higher	7 points
Much higher	10 points

TOTAL POINTS

RATINGS

0 – 39 Time to step back and think about it. Your business needs to make significant strides – perhaps with the help of specialists in your industry – before franchising becomes a viable option. If a strong market for your business exists, look for ways to improve your score in other areas.

40 – 59 Fine tuning needed. You have made a promising beginning. Now is the time to work on areas critical to successful franchising, such as systematizing your business, boosting sales, and adding elements that can make your business distinctive.

60 – 79 On the threshold. You have all of the elements in place for a successful franchise. At this point, your own goals may be more of a determining factor as to whether or not you will franchise rather than the viability of your business.

80 – 100 Watch out McDonald's! There's no such thing as a Can't Miss Concept, but yours is about as close as a business can get to Total Franchiseability. Go for it!

(Take this test and email your results to info@francorp.com.ph for a free consultation.)

STRATEGY NO.2

KEEP IT SIMPLE

When starting out, an uncomplicated concept is the reason why some brands were able to stamp their DNA on consumers' minds and buying habits early on. This is one advice which several of the Philippines' most well-known and successful brands counted on, later becoming a vital component in the triumph that they have achieved today.

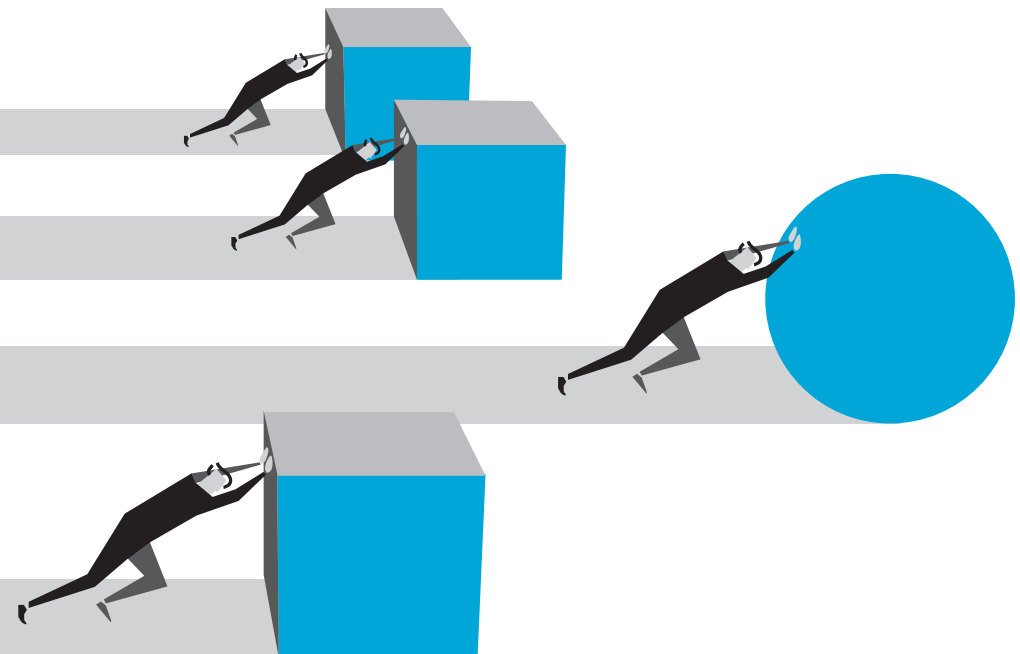
Franchising relies on duplicating products and systems consistently across hundreds or thousands of stores day in and day out. If you are a restaurant with hundreds of dishes on the menu, ensuring consistency and quality across a large franchise network becomes exponentially harder. Or, if you were a business that offers multiple services that do not complement one another, ensuring that your team delivers the same quality of service day in and day out will be a very big task.

To allow your business to make the most out of franchising, focusing and simplifying your offer and your operations are critical. Teachability of the concept after all is a key franchiseability criteria and a complicated process or offer makes it more difficult to teach your systems to new entrepreneurs.

In the food business, this can be done by focusing on offering key dishes, instead of having an extremely complex menu. Or, simplify the menu and steps by using similar ingredients or cooking techniques. In the retail business, simplification comes from focusing on SKUs that drive business and profit, while continually taking away non-moving SKUs.

In the service industry, this can be done through clustering of services that are related, while outsourcing the rest. This can be seen in the car repair industry where car repairs are done in store, but auto detailing, though offered in store, are outsourced to other experts.

Whatever industry you are in, it is critical that you look at the part of your business that can benefit from scaling up through franchising, identify which parts of your business can easily be taught to others, and simplify the business to key products or services and focus on that when franchising.



CASE STUDIES

In the food industry, the following names have confirmed that with one main product, but in various flavors, and with substantial investment on the achievement of quality in all aspects, a mom & pop store can go national, even global.

WAFFLE TIME

Accessible Food on the Go: One Main Item Transcended the Fad Franchise Business



As a small province-grown business that started in 1998, Waffle Time's (WT) first official outlet opened at the Atrium Mall in Gen. Luna St., Iloilo City, a progressive capital in the Visayas. Four years after their debut, WT got quickly recognized, enough to confidently spread their wings in Metro Manila, though there were four other waffle concepts in the market. It was clear to them that franchising was the way to establish a foothold on the market; another was to consistently develop new flavors on a monthly basis.

Waffle Time (WT) is a conspicuous booth in malls, rail stations, and sites with high foot traffic. Its one main product is the tasty waffle in different varieties that are filling to the stomach and easy on the pocket. It has withstood the test of time because Waffle Time provides Filipinos a quick 5 - minute snack to fit their busy schedule. A key success factor was locating stores in Light Rail Transit (LRT) and Metro Rail Transit (MRT) stations. Accessibility to customers was important, the changing lifestyle necessitated the need for staple

5 COMMON MISTAKES TO AVOID WHEN FRANCHISING YOUR BUSINESS

by Sam Christopher T. Lim, CFE

Franchising can accelerate the growth of your business, but it is like building a house, you need to build it on a stable foundation. So here are a few common mistakes you should avoid when franchising your business to make sure you build on a solid base.

MISTAKE NO. 1

I don't need to write down my process, it's so simple I can just teach the franchisee.

A properly developed operations manual is crucial to the success of a franchise. It becomes the basis of training, ensures consistent operations as well as serves as an ongoing guide for franchisees in both operating and managing the business. When developed the right way, the process of developing the manual can bring out new ideas of improving and optimizing your system. In addition, it serves as a legal agreement between you and the franchisee, ensuring strict compliance to the system you've worked hard to develop.

MISTAKE NO. 2

My competitor offers this franchise fee and royalty, so I will just do the same.

Every business and every industry is different. The most successful franchises like Jollibee, The Generics Pharmacy and Bench and many more spent months to review the financials of the business and set a franchise fee and royalty that will make both franchisor and franchisee happy. This is important to ensure that a win-win partnership is established.



food that was readily available, at the right price, and can be consumed on the go.

Waffle Time quickly filled the need of different age groups for a satisfying hunger stopper in the midst of rushing from one destination to another. In the maze of food carts, kiosks, and in-line stands that mushroomed, selling all sorts of fast foods, Waffle Time is the brand that stood out and is still a strong name to this day. "Leaving your brand and your operations fully

to your franchisees should not be done," says WT President Johnny Que, "you have to be in control of the standards and the quality of products and services. Our people continue to monitor our franchisees, undergo continuous training and re-training to maintain standards. Any deviations from quality and operational systems from time to time are corrected by an aggressive checking by our operations team for store compliance".

With things working out better than expected, Waffle Time had the confidence to open more branches in the Visayas such as in Cebu; in Mindanao such as in Cagayan De Oro and Davao; as well as up north in Luzon, in Dagupan City, Pangasinan. Deciding to go into franchising meant steady growth from thereon. Mr. Que recalls "when we opened for franchising, we surpassed our targets. We were able to establish presence in hard-to-penetrate areas. While it opened more opportunities, we were also exposed to threats which we learned to correct as the business progressed".

MISTAKE NO. 3

I'll just download the forms and agreements from the internet.

Though the internet provides a wealth of information for entrepreneurs, franchising is more than just the forms and agreements. It is a carefully developed program that ensures the success of all parties involved. Common forms and agreements may not be enough to build a strong foundation for your business. The last thing you want is to reach 50 franchisees and realize your agreements were not as strong as they should be. Solving issues when you have 1 store is much easier than when you have 100 stores and multiple franchisees.

MISTAKE NO. 4

I have so many franchise inquiries already, I don't need to do any marketing.

Finding the right franchise partners is one of the most crucial activities in franchising. From 100 leads, only 2 to 3 are usually truly qualified and fit to run your business. So marketing your franchise to your target is important so that you generate the right leads.

MISTAKE NO. 5

This person used to work as a franchise manager and said he can do my program for a cheap price.

There are 5 steps to franchise development – operations manual development, franchise strategy development, franchise marketing, franchise sales and legal documentation. Each of these steps requires a specialist to properly develop the materials and guide you along the process. There is no one person who has enough experience and capability to be able to do all of this for you at the quality that you need to grow your business exponentially.

Franchising allows you to grow your business from one to many and if done right, it allows the entire franchise network to grow by leaps and bounds. Taking shortcuts at the start is like building weak foundations for your house, if you build too much, it will eventually crumble. So do it right from the start, avoid these common mistakes, invest the time and money upfront and you will enjoy the unlimited growth potential of franchising.

POTATO CORNER

Eyes on the Fries: A Simple Product Achieves Global Success

Freshly-cooked crispy French fries available in cheese, barbecue, and sour cream flavors - a rather simple and straightforward concept for a food kiosk, yet it is this simplicity that has fuelled the domestic and international growth of Potato Corner for the past 25 years.



Jose Magsaysay, Jr. with friends Jorge Wieneke, Danny Bermejo, and Ricky Montelibano started Potato Corner as a means to earn extra money for their growing families. They pooled together an initial capital of Php 150,000, and opened their first Potato Corner outlet in SM Megamall in Mandaluyong City in 1992.

The business proved to be a success, as the partners were able to recoup their investment within a month after opening their first store. For their second outlet, however, they decided to franchise the business instead, not only because there were inquiries already, but also because it can speed up growth at a fraction of the cost. To make the offer more appealing to potential franchisees, Magsaysay thought of waiving the franchise fee, so the total investment came down to food cost and working capital. For the next two years, it continued to grow to 70 franchised outlets nationwide.

Magsaysay was president since 2001 when Bermejo passed on. In 2017, the new holding company that owned and operated Potato Corner attributed success to their focus on one main product, target market, and system of operations. For the past 25 years, Potato Corner focused on selling one main product: flavored French fries. But that did not mean it was not innovating, because it continually built on its main product by introducing new flavor variants. While the cheese, barbecue, and sour cream flavors remained crowd favorites, Potato Corner has since introduced new ones such as white cheddar, sweet corn, wacky wasabi, and garlic parmesan, just to name a few. It has also since introduced other fried potato products, such as potato chips, hash browns, mojos, and even loopy fries. And, as can be seen in its branding elements and the presence of a mascot named "Spudster," Potato Corner is focused on appealing to a younger market: children. "If you want your brand to stick, then you should market it to children. Build the relationship while the market is still young because, once you get them, they are yours for life," shares Magsaysay. Some of Potato Corner's franchisees in the Philippines, United States, and even Indonesia started out as young customers in the

early nineties; when they grew up, they then decided to franchise their favorite flavored French fries.

Operations-wise, Potato Corner has always stuck to the same business format: the food kiosk. While the company has since added in-line stores to the mix, around 75 per cent of all Potato Corner stores are still franchised kiosks. Not only is the kiosk format easy to operate, it is also easier to sell to aspiring franchisees due to a relatively low investment cost.

It is this focus that enabled Potato Corner to weather out the different storms that came its way. When the Asian financial crisis hit in 1998, Potato Corner's operations were inevitably affected, resulting to closing down its number of stores from 120 to 40. In 2001, when the market eventually recovered, Magsaysay then set out to streamline systems and strengthen supply chains for the company. However, there was a time when the company lost focus. In a bid to diversify, Potato Corner developed other concepts such as The Spud Diner by Potato Corner. Launched in 2010, it was a restaurant concept with a selection of potato-inspired fare, such as baked potato, potato lasagna, and shepherd's pie, among others.

However, the concept was not received well by the Philippine market, and it eventually sold and closed its shops to cut losses. It was then that Magsaysay realized that Potato Corner's strength truly lies in its simplicity and focus on flavoured French fries and the kiosk-format franchising model.

TURKS SHAWARMA

The Beefed Up Biz Drew Strength from a Simplified Process, Then Franchises



The shawarma business boomed in the 90's because Filipinos at that time started developing a taste for Mediterranean fare. Among those who rode on the wave was the doner food cart of Mr. Gem Zenarosa, owner of Turks. The carts were first seen in 2007 at the SM Centrepoint Food Court in Sta. Mesa, Manila. The cart served only distinctively tasty doner or shawarma to satisfy the cravings of customers. It was freshly cooked and prepared upon order. Gradually, Mr. Zenarosa added new products to complement the already popular fare as well as to offer other varieties.

With growing demand for doner and kebab meals, Mr. Zenarosa expanded his operations. However, his first challenge was site-related because the mall where he was located began to disallow grilling facilities inside the food court. Instead of being disheartened, he used this challenge to simplify the system and find a smoke-free alternative that would allow them to sell ready-to-serve pita doners, without sacrificing food quality and taste.

Turks redesigned the carts to simplify the operations and eliminate the grilling facilities. In order to maintain the quality, the products were pre-packaged and re-heated in the store. From one store, Turks branched out to more than 40 outlets in Metro Manila and nearby provinces, with the beef doner still being the bestseller everywhere. In 2015, Turks launched its franchise program where the erstwhile humble food cart grew to over 400 stores in just two years. It continues to build on its success by getting top celebrity endorser backed with TV Ads and billboards, a bold move for a relatively new food cart player. With massive scale and a simplified process, Turks is now a brand to reckon with in the food industry, owing to their delicious doners (shawarma), strong marketing and a profitable franchise business.