**Table 5**: Research Results

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| --- | --- | --- | --- | --- | --- |
| **Interviewee** | | **Main Actions** | **Conflicts** | **Cooperation** | **Governance** |
| 1 | Directors | -To represent franchisees  - To manage regional advertising funds | -Positive for new ideas  - Financial issues  -Non compliance with rules  - Disagreements regarding the franchise system | -Partial; it could only be noticed in franchisees in which collective thinking was present | - Statute  -Procedures to choose the board of directors  - Standards  - Rules  - Sanctions |
| 2 | Franchisees  ABC | -Synergistic procedures between franchisees and franchisor  -Management of regional advertising funds | -Social and economic regional differences | - Partial, due to work overload | - Guidelines  - Minutes  -Accounting control |
| 3 | Franchisees  City of São Paulo | -Increase in the number of franchisees | -Allocation of regional funds | -Partial; it only occurs due to the level of trust among franchisees helping one another | -Penalties for the ones that do not attend the meetings |
| 4 | Franchisees  Metropolitan region of SP | -Tool to implement franchisor’s actions | -Performance competition among franchisees  -Absense of collective thinking  - Franchisees’ generational conflicts | -Partial; franchisees’ leaders are the ones who help solving problems | -Penalties for association defaulters |
| 5 | Franchisor | -Professionalization of franchisees  -Exchange of better practices | -Creation of instruments to reduce conflicts  - Meritocracy  -Group decision making | -Support for less participative franchisees in order to comprehend their expectations | -Defined hierarchy levels  -Participative management  -Financial control |

**Source**: Elaborated by the authors